

Hertfordshire and West Essex  
Sustainability and Transformation Partnership



# An Integrated Health and Care Strategy for A Healthier Future

EXECUTIVE SUMMARY

6<sup>th</sup> December 2018



# Executive Summary

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*‘Care will be high quality, proactive and joined up, to deliver a healthier future for our population and our services’*



**This strategy is a blueprint for delivering a healthier future for the population of Hertfordshire and west Essex.**

It is designed to guide our health and care organisations, staff, the voluntary sector and our population to work in partnership.

**Our approach is based on the principles of population health management.** This is a way of targeting our collective resources where they will have the greatest impact, improving the quality of care through improved, affordable services. Our key priorities are:

- **Meeting people’s health and social care needs in a joined-up way in their local neighbourhoods**, whenever that’s in their best interests - saving time and cutting out unnecessary tests and appointments. Health and care services will support people to live as independently for as long as possible.
- Adopting a shared approach to treating people when they are ill and **prioritising those with the highest levels of need, reducing the variations in care** which currently exist.
- Placing **equal value and emphasis on people’s mental and physical health and wellbeing** in all we do.
- Driving the **cultural and behavioural change** necessary to achieve the improvements we need. Care professionals, service users, families and carers will understand the role they have to play in creating a healthier future.
- Ensuring that we have the **workforce, technology, contracting and payment mechanisms** in place to support our strategy, delivering health and care support efficiently, effectively and across organisational boundaries.

**All of the STP’s organisations are committed to working together to implement this strategy, so that we can make rapid improvements to the health and wellbeing of our population and the sustainability of our health and care system.**

# How will things change?



## What's wrong now?

We focus on what people can't do

Resources are not targeted effectively

Care is built around organisational boundaries or individual illnesses and conditions, rather than taking into account the whole person

Too many people are treated in hospital

Care is often only provided when things go wrong

Mental health and the health of people with learning disabilities is not routinely prioritised

Health and care professionals take different approaches, leading to varied care and treatment for our population.

Organisations and staff are not united by a common approach

## What will be different?

Our staff and population will be encouraged to work together to make the most of our strengths

We will use evidence to target resources, using a population health management approach

Health and care needs will be met in a joined –up way, based on each person's needs

Care will be provided as close to home as possible. High quality specialist hospital treatment will be there when it's really needed

Care will be proactive and better coordinated to help people to stay healthy and independent

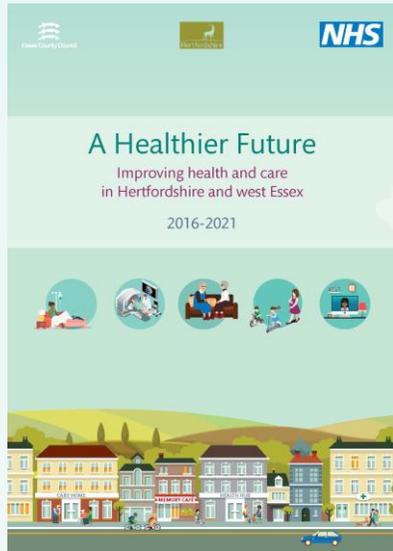
We will place equal value and emphasis on the mental and physical health of all of our population

We will develop care pathways for everyone to follow, to reduce variation in outcomes and promote best practice

Each organisation and professional will understand their role in delivering this strategy

# What does the strategy cover?

Our **Integrated Health and Care Strategy** has been written for service users, patients, their families and carers and everyone who supports them. It covers the range of health and care services that our population of 1,520,500 use.



The strategy **builds on the foundation of our 'Healthier Future'** summary plan published in 2016.

It takes into account ongoing improvements to health and care services including local strategies developed by our Health and Wellbeing Boards, County and District Councils, CCGs, and Trusts.

This strategy is supported by our:

- **population health management plan**
- **medium term financial plan and our workforce strategy.**

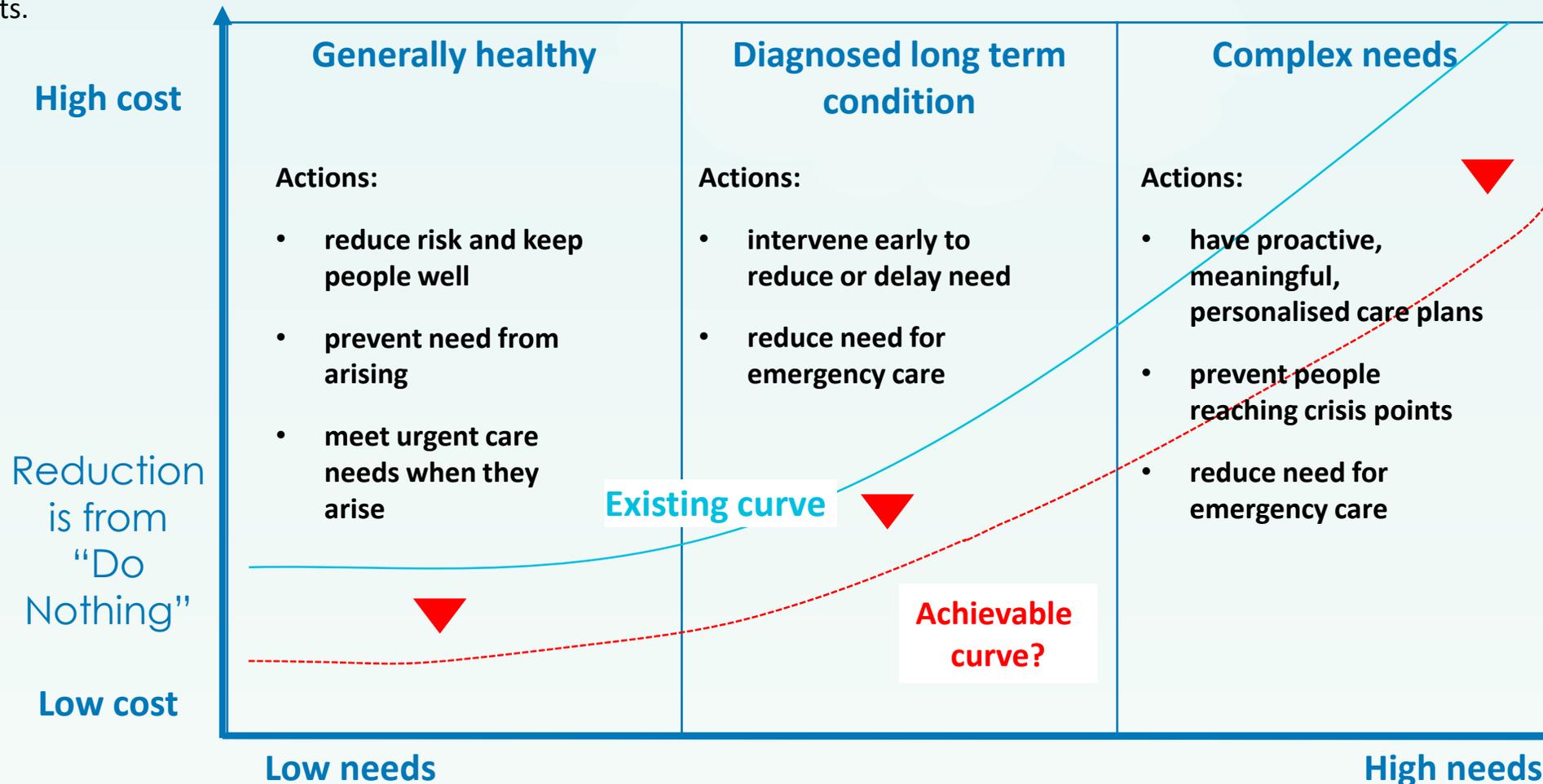
It will inform our area's neighbourhood strategies.



# A population health management approach

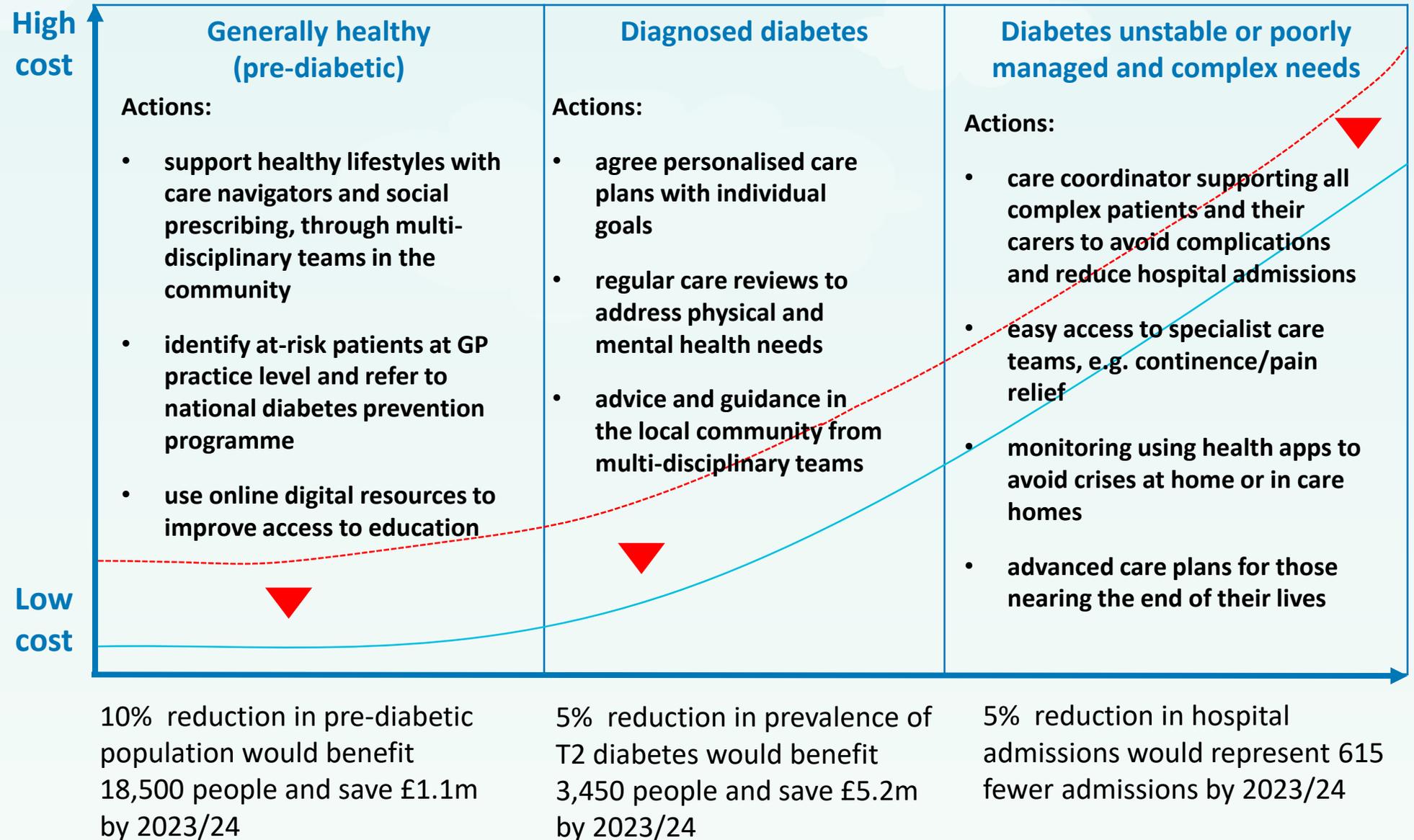
'Population health management' is an approach which will enable our STP to target our collective resources where evidence shows there is the biggest problem and that they will have the greatest impact.

Social care and health organisations, supported by the community and voluntary sector, will work closely together to deliver joined-up services to defined groups of the population. In this way, we will prevent, reduce, or delay need before it escalates; and prevent people with complex needs from reaching crisis points.



# Population health management in action - diabetes

- Unless we take preventative action, 60,000 more people in our area are expected to become 'pre-diabetic' by 2023/24
- Total cost of caring for our diabetic population is currently £209.8m
- A reduction in diabetes related hospital admissions by 5% over 5 years would save £3m

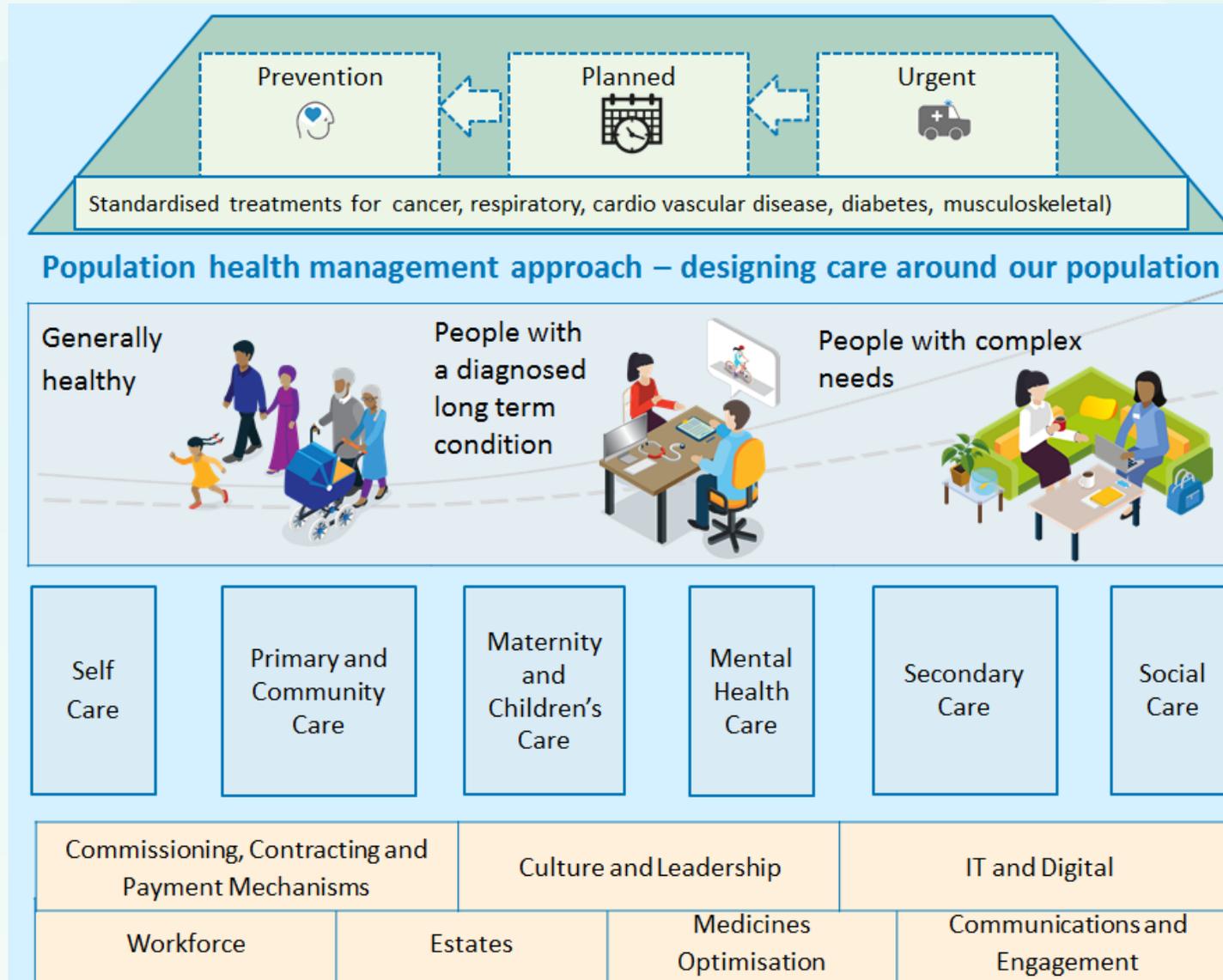


# Strategy overview

## Our 'house' of integrated care

1 Develop integrated, person-centred models of care, designed to meet the needs of our population, delivered in local neighbourhoods wherever possible.

4 Put in place the staff, culture and systems we need to support the transformation we need.



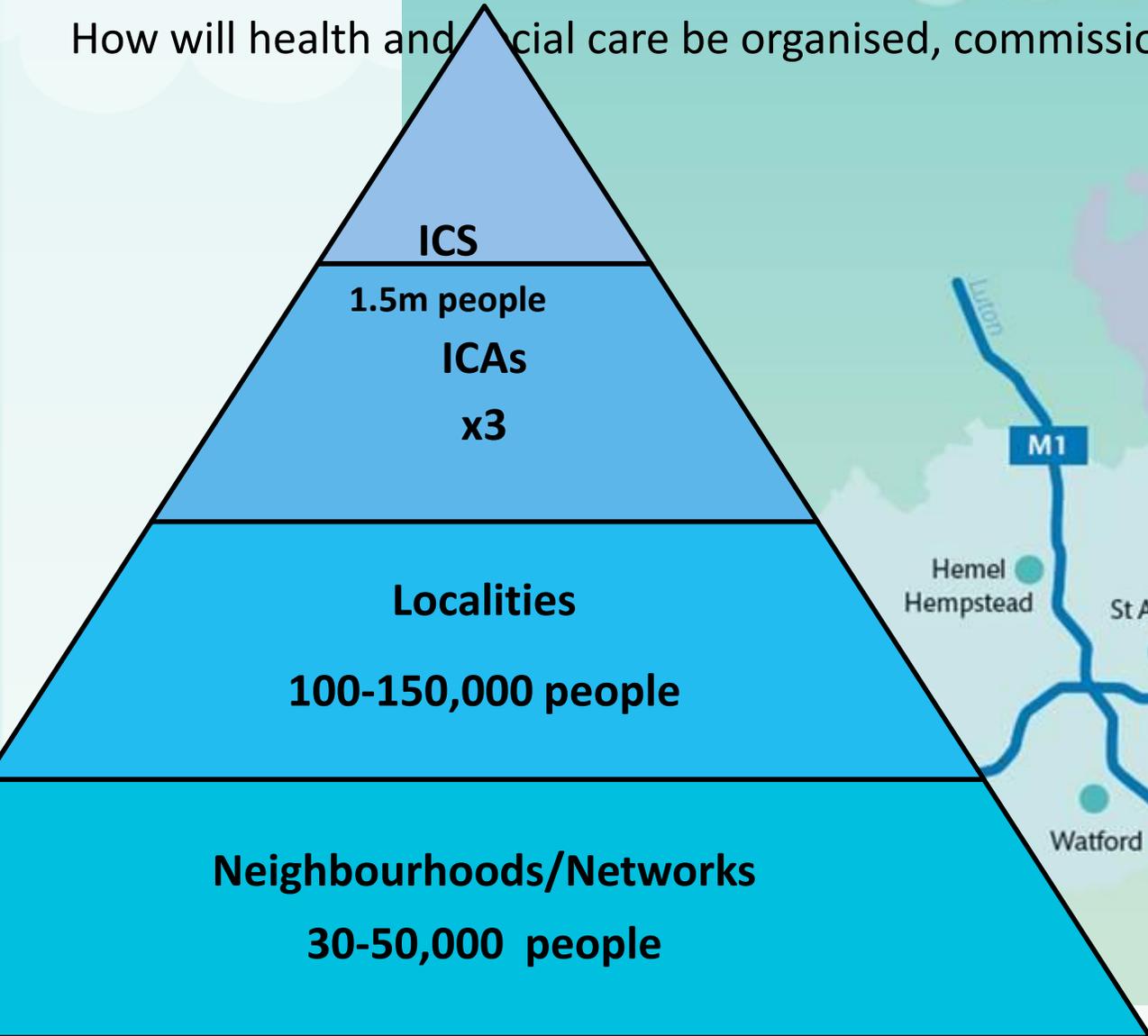
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- Effective and efficient health and care is delivered in the right place, by the right person, at the right time.
- Shift care from reactive to proactive when possible, and standardise our approach to treatments.
- Agree the improvements we want to see and report back on their success.

3 Transform key pillars of our health and care system, to ensure they are sustainable, resilient, and deliver integrated care.

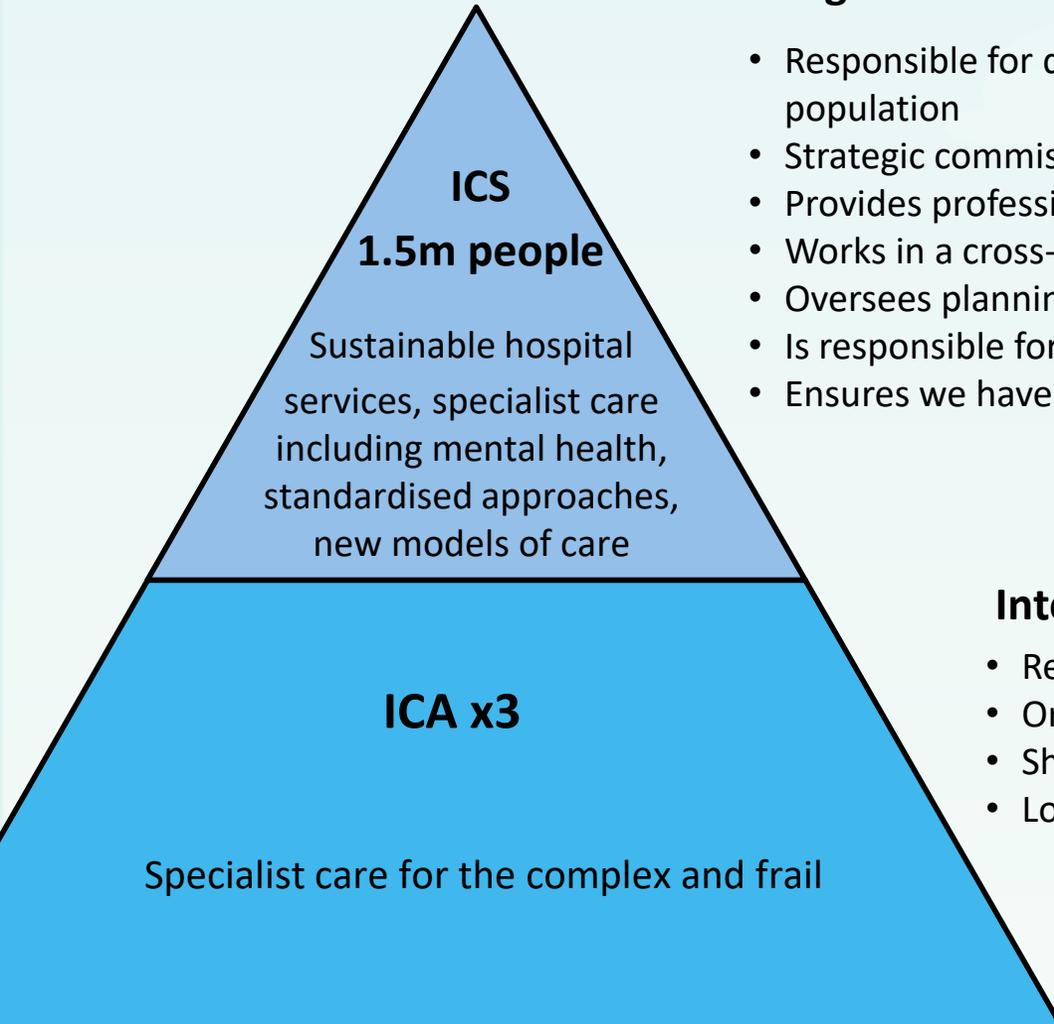
# Delivering integrated care

How will health and social care be organised, commissioned and delivered in the future?



# Delivering integrated care

How care will be organised, commissioned, and delivered



## Integrated Care System

- Responsible for delivering the Integrated Health and Care strategy – improving the health of the population
- Strategic commissioning based on need, identified through a population health management approach
- Provides professional leadership for system
- Works in a cross-organisational way
- Oversees planning assumptions, sets financial principles and budgets
- Is responsible for delivering a sustainable system that delivers services that meet national standards
- Ensures we have the workforce, culture and systems we need to support the transformation we need.

## Integrated Care Alliances

- Responsible for joint and ‘place based’ commissioning
- Organisations that provide health and care services working together collaboratively
- Shared transformation programmes to improve services
- Local risk and reward mechanisms, alignment of incentives, and new contractual forms.

# Localities

## Neighbourhoods



### Localities

100-150,000 people

Urgent Treatment Centres,  
planned care in the community

### Neighbourhoods

30-50,000 people

Integrated multi-disciplinary teams, GPs, opticians, pharmacies,  
social prescribing and support, continuing health care, nursing  
and care homes

- Enabling staff across organisations to work together in an integrated way, meeting the needs of the population
- Development of integrated care hubs
- Single operating policies and procedures

# What do we want to achieve?

We want to make changes that improve the quality of care and health and wellbeing outcomes for our population; and ensure we have a skilled and motivated workforce in place to deliver these changes. This will help create an effective and affordable health and care system.

## Our population

Improved health and wellbeing, better quality care, closer to home



## Our staff

Highly skilled and motivated staff who understand their role in delivering our strategy and are empowered to make changes



## Our system

A sustainable health and care system



# Next Steps

The delivery plans required to put this strategy into action will be co-produced with professionals across our health and care system

