NHS Five Year Forward View

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New Care Models Programme
The NHS Five Year Forward View was published on 23 October 2014

A shared vision for the future of the NHS across seven national bodies

Integral was the launch of the new care models programme

Challenge now is the implementation and to maintain the momentum
PACs...one of five new care models

Multispecialty Community Providers
- moving specialist care out of hospitals into the community

Enhanced health in care homes
- offering older people better, joined up health, care and rehabilitation services

Integrated primary and acute care systems
- joining up GP, hospital, community and mental health services

Acute care collaboration
- local hospitals working together to enhance clinical and financial viability

Urgent and emergency care
- new approaches to improve the coordination of services & reduce pressure on A&E departments.
29 vanguards developing their visions locally

9 of the 29 are PACs

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<tr>
<th>Care model</th>
<th>Applicant</th>
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<tr>
<td>PACS</td>
<td>Wirral University Teaching Hospital NHS Foundation Trust</td>
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<td>PACS</td>
<td>Mansfield and Ashfield and Newark and Sherwood CCGs</td>
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<td>PACS</td>
<td>Yeovil Hospital</td>
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<td>PACS</td>
<td>Northumbria Healthcare NHS Trust</td>
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<td>PACS</td>
<td>Salford Royal Foundation Trust</td>
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<td>PACS</td>
<td>Lancashire North</td>
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<td>PACS</td>
<td>Hampshire &amp; Farnham CCG</td>
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<td>PACS</td>
<td>Harrogate &amp; Rural District CCG</td>
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<td>PACS</td>
<td>Isle of Wight</td>
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<td>MCP</td>
<td>Calderdale Health &amp; Social Care Economy</td>
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<td>MCP</td>
<td>Derbyshire Community Health Services NHS Foundation Trust</td>
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<td>MCP</td>
<td>Fylde Coast Local Health Economy</td>
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<td>MCP</td>
<td>Vitality</td>
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<td>MCP</td>
<td>West Wakefield Health and Wellbeing Ltd (new GP Federation)</td>
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<td>MCP</td>
<td>NHS Sunderland CCG and Sunderland City Council</td>
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<td>MCP</td>
<td>NHS Dudley Clinical Commissioning Group</td>
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<td>Whitstable Medical Practice</td>
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<td>Tower Hamlets Integrated Provider Partnership</td>
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<td>Primary Care Cheshire</td>
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<td>MCP</td>
<td>Lakeside Surgeries</td>
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<td>MCP</td>
<td>Principia Partners in Health</td>
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Our programme’s principles

Clinical Engagement
Patient Involvement
Local Ownership
National Support
The programme is being designed in partnership

- Built with patients and the health and care system
- Clinical leadership is central to all the activities
- Fundamental to its success is it is shaped by those affected by change
What will success look like?

• **National replicable models** – blueprints for new approaches for care design and delivery, developed to meet the needs of local communities

• For patients – health, care and support services that are **more accessible, more responsive and more effective for patients**, improving experiences/outcomes

• **Fewer trips to hospitals** as more specialists hold local clinics, **care closer to home** e.g. blood tests, renal dialysis, chemotherapy, **better co-ordinated support and 24/7 access to information and advice**
Vanguard site visits

- During April and May, the team carried out two-day visits of each of the 29 vanguards

- Main focus was to understand and reach collective agreement on what is required to deliver the model

- The visits demonstrated, the vanguards’ high levels of ambition, understanding of their population’s needs, strong partnership working and clear visions for improvement
Vanguard site visits – characteristics PACS

- All have community based multi-disciplinary teams focused on both physical and mental health

- All have strategies that are focused on either keeping people out of hospital when not medically necessary e.g. admissions avoidance, rapid response teams in the community or improving discharge from hospital (‘discharge to assess’)

- All intend to create a single care record to facilitate integration, self care and population health
Vanguard site visits – similarities with MCPs

• Different stages in the design of the model

• Characteristics include care designed around complex patients, enhanced primary care, community integrated teams, specialist care in the community, improved access to specialist care and personalisation of care

• Most intend to use multi-disciplinary teams, will require information hubs, provide tools for self-care, promote public health and use technology to support health management
Vanguard site visits – characteristics care homes

- The six are trying to achieve similar goals, aimed at improving the quality of life for their current and future residents and improve care planning - so care is better coordinated.

- Key words that describe their aims: proactive assessment and care, care planning, holistic treatment, using technology to aid integration, co-commissioning, outcomes-based commissioning, skilled staff, rapid response models, improving end-of-life care pathways, telehealth/medicine/care.
Examples of common themes vanguards/ pioneers

• **Leadership and organisational development** – development of new (or sustained) cross-organisational system leadership behaviours at board and executive level with clinicians and operational management

• **Workforce** – supporting cultural change in clinical practice for more holistic, multi-disciplinary working - not limited by organisation/professional boundaries and genuinely person-centric.

• **Commissioning and contracting models** – including development of new models such as outcomes-based commissioning and move towards capitated budgets

• **Evaluation** – understanding which interventions are making the difference, having the right logic model to show causation, and demonstrate return on investment

• **IM&T** – examples include the development of shared care records, interoperability, and resolving information governance barriers
Support package

The emerging themes will form the basis of the support package delivered across national, care model cohort and local levels to be published in July. It will include:

• **National support activity** – where a support need is consistent for all sites and can be most effectively addressed by a single approach or procured/offered at scale for all vanguards and pioneers.

• **Cohort activity** – where all pioneers/Care Home vanguards/PACS vanguards or MCP vanguards have the same support that addresses their community needs.

• **Targeted investment for bespoke local activity** – individual funding applications to the 15-16 vanguard and pioneers programme budgets for local development activity but which has a shared learning outcome and transferable learning.
National support for vanguards

1. Commissioning, contracting and payments
2. Information technology, information governance
3. Rigorous delivery
4. Care model development
5. Transparent measurement & analytical support
6. Social movement, communications & engagement
7. Workforce
8. Leadership for change
9. Spread of innovation
10. Improvement methodology
Now inviting expressions of interest from hospitals to develop new ways of delivering and improving their local acute services

Builds on the proposals in Sir David Dalton’s recent report

Aim is to enhance the viability of hospitals through new working arrangements

Open to all acute hospitals

Closing date: 31 July 2015

“Rather than automatically assuming that centralised bigger is better, we want to test new ways of sustaining local NHS hospital services, with more sharing of medical expertise across sites, and more efficiency from shared back office administration.”

Simon Stevens
NHS England Chief Executive
Fifth vanguard – urgent and emergency care

• Latest call for parts of the country to step forward to be urgent and emergency care vanguards

• They will test new approaches to improve the coordination of services and reduce pressure on A&E departments

• Some five million people are expected to be covered by the initial phase of the scheme which could be rolled out across England in the next couple of years

• The selection process will be similar to that used for the first three vanguard models, closing date for applications is 9am 15 July 2015
More details can be found on the NHS England website:


You can also follow and join in the conversation using #futureNHS