



Integrated Care Systems

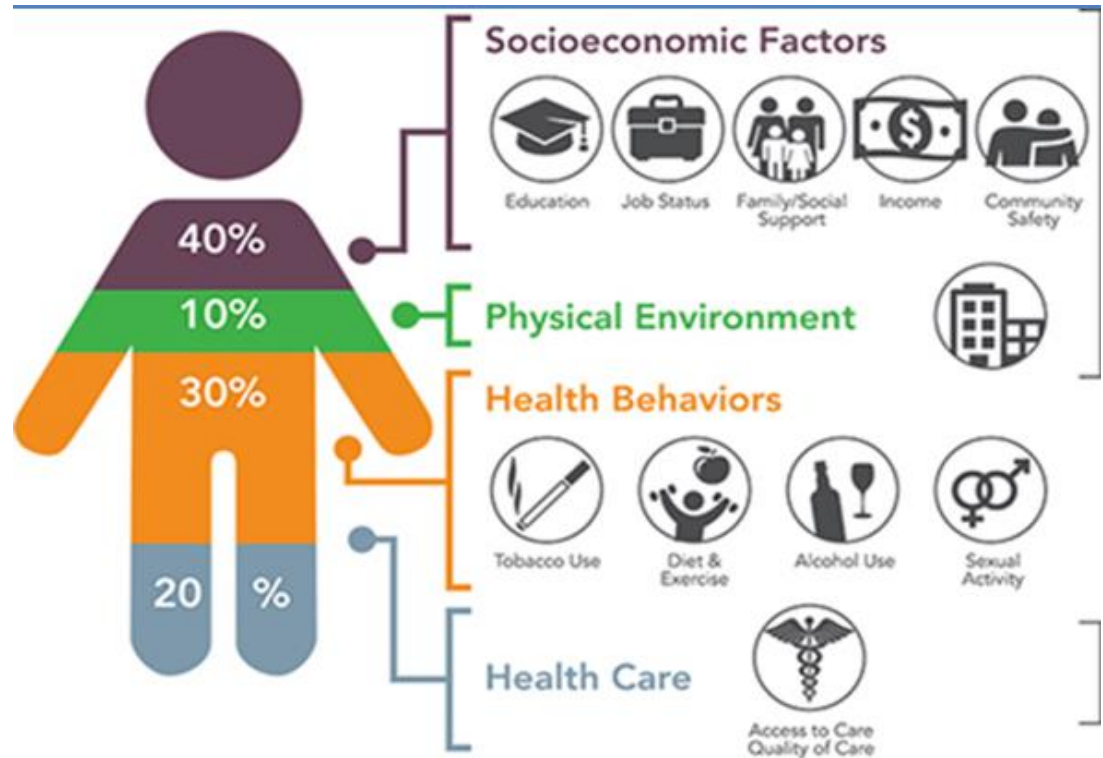
NI

AUGUST 2021



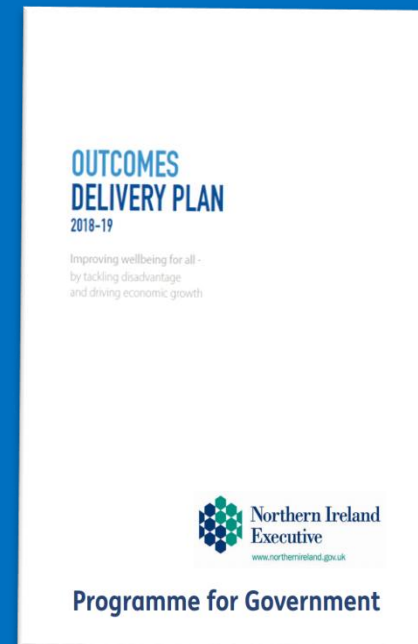
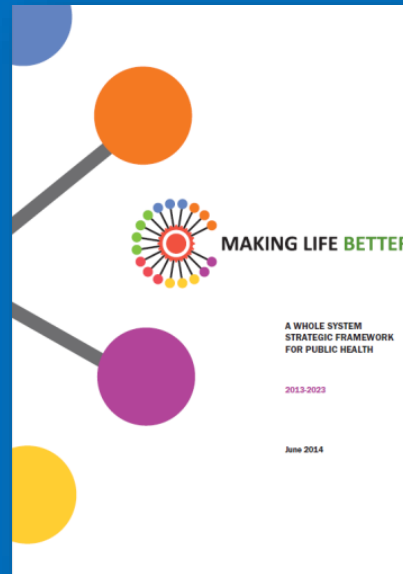
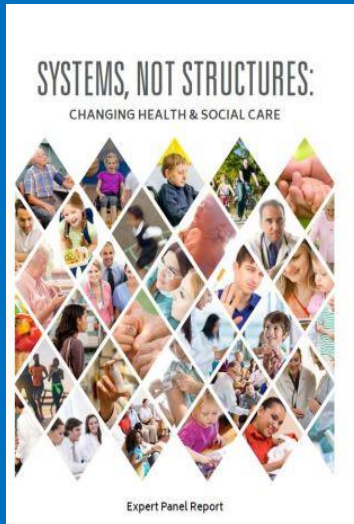
Social Determinants of Health

Source: Institute for Clinical Systems Improvement: Going Beyond Clinical Walls Solving Complex Problems (2014)



Source: Institute for Clinical Systems Improvement. Going Beyond Clinical Walls: Solving Complex Problems (October 2014)

The Direction of Travel



Why Now? - Opportunity

- Progress within Transformation Programme – MDTs, Elective Day case Centres, Encompass
- New ways of working have been successfully established or are emerging elsewhere in the UK and beyond (e.g. NZ)
- Partnership working – e.g. Northern Area Integrated Care Prototype, Belfast Agenda, Western Trust Pathfinder
- Lessons learned from Covid
- Draft Programme for Government

New approach to planning

- The closure of the HSCB is the first step in a longer-term transformation – recognised need to transform how we plan and manage services
- Primary legislation has a direct impact on existing processes and structures in terms of service planning and delivery.
- It will remove the statutory provisions underpinning the commissioning of HSC services, importantly:
 - through requirement for an annual Commissioning Plan; and
 - the LCGs as a committee of the HSCB.
- An alternative approach is required post-closure to replace these structures and processes.

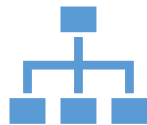
Current position

- Minister granted approval for programme of work to develop an Integrated Care System (ICS) model in NI which:
 - *adheres to the principles of local level decision making;*
 - *delegation of decision-making and funding;*
 - *with the exception of specialised services which will be planned, managed and delivered regionally;*
 - *supported by an outcomes based approach underpinned by accountability.*

Draft Framework



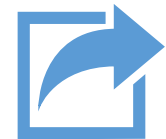
Draft Framework has been developed with input from a range of stakeholders.



The draft framework provides a blueprint for the future of planning and managing health and social care services.



It provides an overview and guidance on the proposed ICS model to allow the system to design and adopt the relevant approaches, policies and structures.



Further detailed information and guidance will be developed by specific workstreams as we move forward.

Key Aspects

- The framework includes detail on:
 - the challenges and opportunities the system faces and the strategic context for the way forward;
 - the population health approach, definitions, vision, values and principles that will underpin the model;
 - how regional and local levels will be developed and operate; and
 - the partnership approach that must be adopted between sectors and organisations moving forward.
- It provides clarity and direction where appropriate, but ensures flexibility is also built into the system.

What do we mean by an ICS?

A collaborative partnership between organisations and individuals with a responsibility for planning, managing, and delivering care, services and interventions to meet the health and wellbeing needs of the local population and which, through taking collective action, deliver improved outcomes for individuals and communities and reduce health inequalities.

Vision for the Future

The draft Programme for Government is based on a shared and strategic vision for the future which aims to improve wellbeing for all.

Building on this, the vision for ICS NI is:

Delivering together to improve the health and wellbeing of the people of Northern Ireland and enable the population to live long, healthy, active lives.

Our objective is:

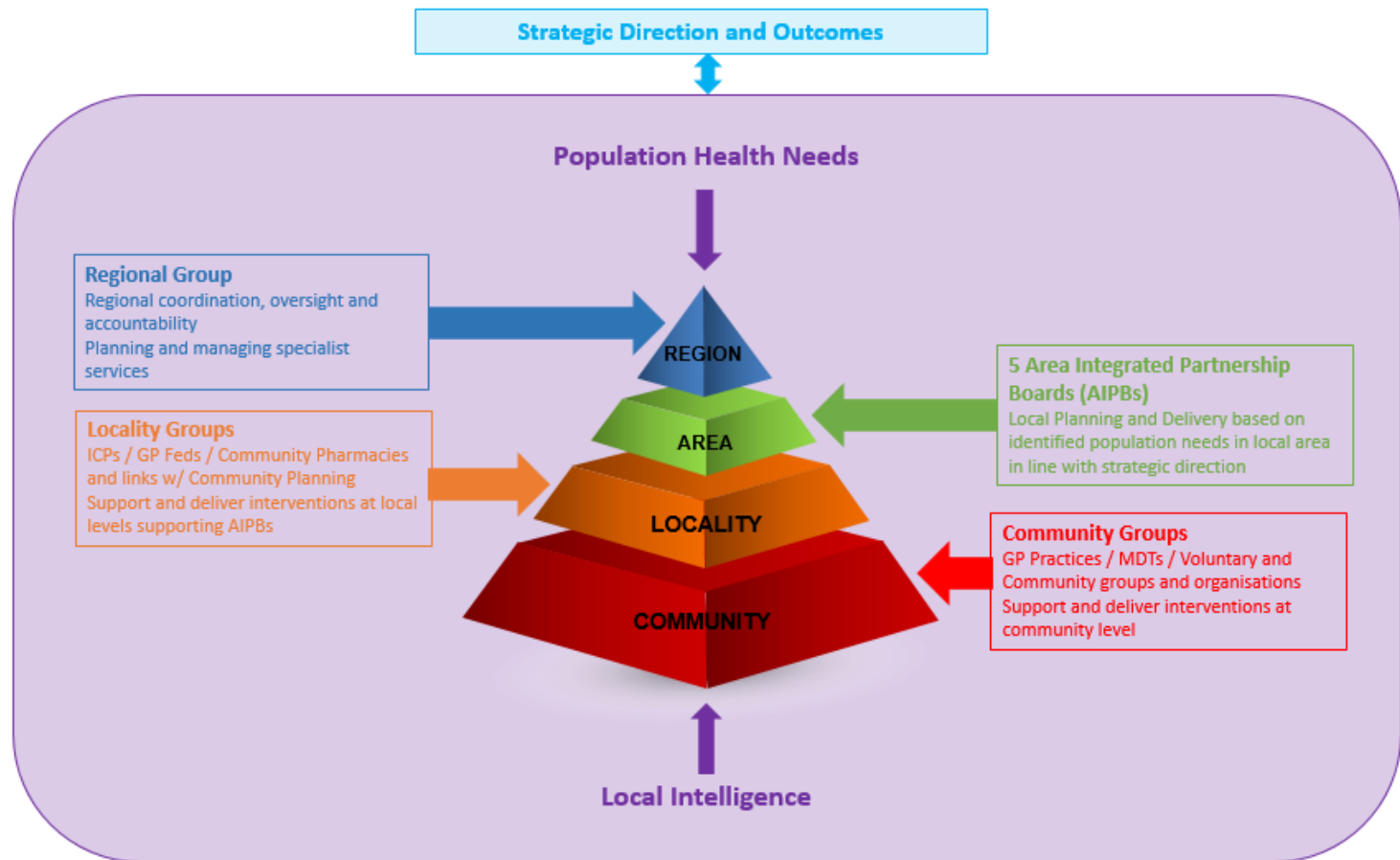
To improve health and wellbeing outcomes and reduce health inequalities, through collaboration and partnership in the design, delivery and management of health, social and community services.

Values & Principles

The Framework sets out a set of Values & Principles that partners must adhere to which includes:

- Ensuring the person is at the centre of the model, with the aim of achieving improved outcomes for individuals and communities;
- Demonstrating shared leadership to overcome boundaries;
- Adhere to the principles of parity and inclusion between partners with clear and transparent ways of working together;
- Foster a culture of openness, transparency and trust between partners and local populations;
- Analysing and sharing population level data to inform decision making;
- Work collectively to remove or avoid duplication, making efficient use of resources and deliver value for money; and
- Identify and promote best practice and learning between partners.

What does an ICS look like?



Approach

Given the scale of the task in hand and the need to be cognisant of the pressures within the system as a consequence of the ongoing Covid-19 situation, this project has been split into three phases:

- Phase 1 – Development and implementation of an ICS model across all regions of NI operating within extant funding and accountability models.
- Phase 2 – Based on learning from Phase 1 – develop final ICS model for NI for approval; this phase will include consultation on the final model and consideration of any necessary legislative requirements.
- Phase 3 – Implementation of final agreed ICS model across region with development of associated funding models and governance frameworks.

Way Forward – Phase 1 Objectives

1

Produce a draft framework to support the establishment of an ICS model across NI;

2

Establish an ICS in each HSC Trust geographical area;

3

Develop a new process for setting strategic priorities and outcomes.

Targeted Consultation

- Targeted consultation on the draft framework launched on 19th July.
- Seeking the views of key professional groups, organisations and partners involved in the planning and delivery of interventions and services.
- Provides a useful and important opportunity to engage with the wider system at this early stage.
- 8-week consultation.
- Closing date for responses is 17th September.

Beyond the Framework

- The development of an ICS model is complex and will take time.
- The Framework is an initial milestone but there is much more to be done.
- Work is underway across a number of areas to develop further policy direction and guidance on the model, including:
 - Strategic Outcomes Framework
 - Regional Commissioning of Services
 - Review of Planning Processes
 - Implementation of the model at local and regional levels
 - Data and Health Intelligence
 - Funding model
 - Communication and Engagement