



Summary report

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| Name of meeting | Partnership Senate |
| Meeting date | 2 July 2020 |
| Agenda item (#8) | System Objectives and Priorities |
| Presented by | Phil Confue, Kate Shields & Helen Charlesworth-May |
| Purpose of report | <p>To provide members with the high level system objectives including the top three priorities for the four system programme boards.</p> <p>There are minor proposed changes to the programme boards since those agreed at the March meeting. The suggested boards, along with their leads, are given below:</p> <ul style="list-style-type: none">• Collaborative Communities – Julie Dawson• One Vision/Children’s – Meredith Teasdale• Planned care – Kate Shields• Urgent care – Carolyn Andrews |
| Recommendations | <p>Members are asked to:</p> <ul style="list-style-type: none">• Review the proposed system objectives• Confirm approval to the objectives• Confirm approval to the four proposed system programme boards and their identified leads – the system governance diagram will be updated to reflect the changes, once agreed |
| Engagement and consultation | Chief executives and members of the four system programme boards |
| Date of next meeting | Partnership Senate – 15 October 2020 |



System Objectives

As the health and care STP system in Cornwall & IoS, (aspiring to be an Integrated Care System) we plan a number of high-level objectives to be achieved as intermediary steps and as our game changing aspirations : Our objectives are built on the following:

Our vision

A Health and Care partnership working for a better quality of life in a thriving Cornwall & IoS, with every resident making informed choices, in a strengthened, integrated and more efficient health and care system, where “place”, community and people are at the heart of our thinking.

Our commitments

- **Healthy Care** – joining up our services to deliver the right care, when you need it, closer to home:
 - from advice and support to keep well, through to life saving treatment, we will provide access to the right care in the best place whether at home, in your community, GP practice, online or in our hospitals.
- **Healthy Communities** – spring from participation:
 - making sure everyone can participate in community life, empowering people to improve their own and their communities’ health and wellbeing, and to tackle loneliness and social isolation.
- **Healthy Places** – creating environments that support healthy lives:
 - creating healthy workplaces and a healthy environment, tackling worklessness, income inequality and poverty, improving housing availability, quality and affordability, and addressing homelessness and rough sleeping.
- **Healthy Start** - helping every child to have the best start in life:
 - supporting parents and carers, early years settings and schools, tackling inequality and raising educational attainment.
- **Healthy Minds** - reducing mental health stigma and suicide:
 - supporting people to feel comfortable talking about mental health, reducing stigma and encouraging communities to work together to reduce suicide.
- **Healthy Living** – supporting better lifestyle choices to improve wellbeing and independent lives:
 - helping everyone to be physically active, making sure they have access to healthy food, and reducing the use of tobacco, illicit drugs, alcohol and gambling.
- **Health Enablers** – supporting the use of digital tools, the integration of property estates and move towards single corporate service functions.

- **Healthy Workforce** – support both the working arrangements for our staff and to have the right mix of skills and ensuring the System has a full FTE’s establishment embedded in our core thinking

The chief officers group was also tasked with identifying some SMART objectives for the ICC to help move the system forward.

In reviewing these possibilities five key areas for work were also identified;

- Learning Disability
- Autism

- Right care, first time, every time
- Care Homes
- Workforce Development

However, it is not enough for us to just prioritise some of the key areas for development in the system it is important that we develop these as targets that we can hold ourselves to account, and with Shared Accountability across our System Leaders. Initially some of these targets may not appear very demanding but they are rectifying mistakes that we have made as a health and care system in the past while others are building on our future development as an Integrated Care System (ICS)

It also makes sense that our System Objectives flow into our transformation Programme Boards and that their KPI's are aligned to help the whole System achieve its objectives.

OUR SYSTEM SMART OBJECTIVES:

- **Healthy Care**
 - Better care from revised "Place based" patient pathways developed across the System by Dec 2021 and implemented by 2026
 - Delivery of our transformation programmes such as Embrace (see Programme Boards objectives)
 - Improving patient flow from domiciliary care to intensive care by October 2021;
 - Care bed supply that meets 95% of NHS demands by 2026
 - Ensure that there is good patient flow that enables all sectors to remain within its existing capacity through the winter of 2020/21 and beyond
 - The key element of this delivery will be improving the level of Delayed Transfer of Care (DToC) episodes to a minimum, with the effective provision of community alternatives and access to a full range of domiciliary care services, generic support workers, STEPs workers and residential/nursing care.
 - Create a system wide joint workforce structure that will enable the deployment of NHS staff into Nursing and Care homes to ensure full capacity through winter 20/21
 - This will involve the development of a joint shared training model with CPIC and the expansion of the shared workforce bank involving all partner providers. Recruitment could be delivered and supported by an integrated "Proud to care" programme for Cornwall.
- **Healthy Communities**
 - We enjoy an inclusive economy, which promotes skills development and access to good work for all.
 - Everyone has access to a safe home, community assets and built environment that supports wellbeing.
 - We live sustainably and value the health benefits of our natural environment. Supporting and maintaining communities as the centre of a person's life
 - Ensuring the development of positive social networks
 - Building on the Council's network of community engagement groups
 - We create healthy and sustainable places and communities to live, learn, work and age

- **Healthy Start**
 - All parents and families have access to the right information and support to thrive
 - Our children are lifted out of poverty and protected from adverse childhood experiences.
 - Every young person is equipped to be successful in the next stage of their life.

- **Healthy Minds**
 - Deliver a Health and Care strategy for people with a learning disability by April 2021
 - What will make this strategy different is the desire to co-produce the strategy with people with a learning disability and their families and friends to ensure that it meets their needs and not the needs of the health and care system. It would also need to be clear that the strategy would not be the end point but rather the beginning with a focus then on creating the implementation plan and milestones for the delivery of the strategy.
 - Develop a residential and rehabilitation service for people with complex autism by April 2022
 - This will need to have significant involvement, if not leadership from the voluntary sector, with staff recruitment and training to create a psychologically informed staffing.
 - Implementing year one of our mental health strategies focusing first on improving community based support for children and adults with a mental health conditions, learning disability or autism to ensure people are able to remain in Cornwall and the Isles of Scilly for their health, care, and support;
 - Developing a Learning Disability Strategy for Cornwall and the Isles of Scilly, to complement the existing Autism Strategy, and which is fully informed by the lived experience of people by April 2021;

- **Healthy Living**
 - Prevention strategies agreed for Public health and in place by Dec 2021
 - Delivering the Health and wellbeing strategy for Cornwall by April 2023

- **Health Enablers**
 - To be an ICS by April 2021
 - Digitally enabled with patient to clinical service user in real time across the System by 2026
 - Redevelopment of our hospital sites by 2030
 - An integrated property estate by 2026 across the NHS & Councils

- **Healthy Workforce**
 - Creating and developing a vibrant health and social care workforce by April 2022;
 - A Workforce strategy that delivers a full Registered Nursing compliment by 2026 across the NHS and Social Care staffing
 - To develop and deliver the workforce that is needed in Cornwall by increasing the workforce the number of health and care apprenticeships by 100% from September 2020 to September 2021
 - Building on our health and care academy we should be working with partners to further develop the workforce in Cornwall. The proposed development of increased nurse training by John Govett will form a key blank in the delivery of this objective.

OUR PROGRAMME BOARD top 3 - OBJECTIVES:

Urgent Care (Programme Board)

- ***Increase functionality and capacity in primary and community urgent care and crisis response services to increase the proportion of people accessing alternatives to ED.***
- ***Effective interface services, will increase the proportion of people who receive same day ambulatory emergency care reducing the need for inpatient admission, referring to alternative outpatient/community based care where necessary***
- ***Proportionately allocate resources to tackle deprivation and inequality***

Planned Care (Programme Board)

- ***Maximise RTT recovery – measure by RTT%, cancer KPIs waiting lists/times, activity levels***
- ***Minimise harm - measure by treatment of urgent cases, SI's, post COVID recovery***
- ***Accelerate transformation (digital, workforce and placed based care) – measure by % non f2f, Follow up reduction, WL reduction, patient experience, pathway specific***

Collaborative Communities (Programme Board)

- ***To initiate and deliver evidence based transformation programmes of front line services that are focussed on improving outcomes in the community through better collaboration of community services. These programmes will have clear benefits realisation plans and will deliver significant return on investment for the system. Delivery of Embrace is the current priority.***
- ***To establish ICAs and PCNs as the building blocks of the health and care system where key decisions are made about service provision to ensure services are tailored to the needs of the local population. This is a key focus for the next 18 months.***
- ***To deliver a system wide community workforce (voluntary, community & primary) informed by future demand modelling with a focus on the wellbeing and skills of colleagues employed across the health and care system.***

Children's (Programme Board)

- ***Improve Emotional Health and Wellbeing of children and young people by maintaining the number of children and young people requiring CAHMS interventions, reviewed September 2021.***
- ***Ensure children have the best start by improving our preventative services for families with children under 5. Reviewed September 2021***
- ***Ensure we are following an inclusion agenda – ensuring children and young people are in school, and they are supported emotionally and ready learning and attaining. Reviewed 2021***