

INTEGRATED CARE EXETER - ICE PROGRAMME

Report of the Chief Executive of Devon County Council and Chair of ICE Programme Board

Recommendation:

- (1) The Board endorse the Integrated Care Exeter Programme.**
- (2) The Board receives a regular report from the Integrated Care Exeter Programme.**
- (3) That the Board notes the successful bid for Transformation Challenge Award funding of up to £2.666M.**

1. Introduction

In January 2014 Devon County Council and NEW Devon CCG (Eastern Locality) initiated the Delivering Integrated Care Exeter Programme. The Programme aims to look at collaborative ways of working with a view to formulating an integrated care vision for Exeter, working as a system rather than individual organisations, to impact on the delivery of health and social care with a focus on early intervention and preventative measures.

2. Integrated Care Exeter - ICE (Programme)

The 3 year fixed term programme is to drive:

- service redesign to deliver a high quality, safe and effective health and social care service in the city which is financially sustainable given increasing needs
- develop new care models in partnership between health and social care, other statutory bodies, the voluntary sector based on an assessment of need using public health joint strategic needs assessment
- to provide cost effective sustainable care models

The programme aligns with the national policy drivers to promote the integration of health and social care, through partnership working between the NHS, Social Care and other public sector bodies and promotes an integrated health improvement approach as a key feature. It will support delivery of the Better Care Fund requirements by targeting interventions to avoid hospital admission for vulnerable groups.

It is anticipated that ICE will provide a range of integrated and innovative activity provided in partnership to improve a wide range of health, care and community outcomes with economic and financial benefits. ICE is committed to delivering a reduction in demand and to increase resilience and social action within communities.

The programme will generate the environment for a cross organisational workforce, moving key frontline posts to single, common roles across agencies alongside a virtual single point of access for users, supported and promoted by each partner.

New voluntary sector roles are being developed to facilitate a more integrated response to patients and clients at highest risk, drawing on more of the skill and resource of the voluntary and community sector. This joined up and co-ordinated

approach will ensure that people will utilise the best mix of early support from the public, voluntary and community sectors and use only the necessary clinical interventions for the shortest time possible to deliver safe and effective outcomes for individuals.

Patients and clients identified at moderate risk will benefit from support through community based wellbeing networks to deliver alternative and early intervention services designed to promote healthy lifestyles and prevent declining health. These roles will provide co-ordinated support within communities and will include packages of support for safe early discharge; links into community based services and will strengthen social action.

Whilst firmly targeting the reduction of costly interventions for those in crisis, the ICE Programme also seeks to develop alternative and preventative pathways to access earlier support to a targeted cohort in Exeter.

Through the use of an Impact fund, funded in the longer term by asset sales from the Partnership, ICE will commission radical, innovative services to close service gaps and strengthen local delivery. Through the voluntary sector ICE will build community resilience and social action that promotes people's responsibility for their own health, for each other, and to become more proactive in prevention.

3. ICE Governance

The programme has already established a working Integrated Care Exeter Programme Board which is attended by a Chief Officer or named delegate of the following Organisations;

Devon County Council
New Devon CCG
Exeter City Council
Royal Devon and Exeter NHS Foundation Trust
Devon Partnership NHS Trust
North Devon Healthcare NHS Trust
Primary Care Exeter Ltd
South West Ambulance Services Trust
Devon and Somerset Fire and Rescue Services
Devon and Cornwall Constabulary
Westbank Community Health and Care
Age UK Exeter
Healthwatch Devon

The Board is chaired by Dr Phil Norrey, Chief Executive of Devon County Council

The Board is autonomous, a partnership of equals, enabling a shift in organisational cultures and creating a new balance between system and organisational interests. The ICE board aims to achieve consensus for all decisions.

The ICE programme is underpinned by programme management governance structure and methodology. An ICE Development Director, commenced in post on 5th January 2015 funded by DCC, RD&E and New Devon CCG.

The current work streams include

- Vision: Describing the model of care for Exeter citizens that supports the aspirations and realities of services in the city
- Finance: Partners are delivering agreement of risk share, funding pilot projects, pooled budgets
- Estates: Partners are delivering options regarding utilisation and release of assets. The ICE Partnership is committed to identifying and releasing assets across Exeter to improve integrated arrangements but also to achieve capital receipts on behalf of ICE.
- A test bed site will be identified in early 2015 based around designated GP practices from which new models of care delivery will be tested before being rolled out across the City.

The Programme has already supported innovation and new ways of working through Westbank Community Health and Care, and the Supporting Older People and Reducing Pressure on Hospitals Project.

The project funds discharge co-ordinators and utilisation of volunteer support workers (fixed term funds) using social action to help older people stay well, manage their conditions or recover from illness or injury, and thereby reduce pressure on hospitals (through reductions in A&E attendance and admissions, reductions in delayed discharges from hospital and emergency readmissions).

4. Transformation Challenge Award

The Programme Board commissioned an ambitious bid to the 2015-16 Transformation Challenge Award Fund (promoted and Funded by the Department for Communities and Local Government), which was set up to develop innovation and partnership working.

The ICE bid has been successful in securing £1.6m in revenue funding and up to £1.1m of capital receipts flexibility (the opportunity to convert capital receipts from asset sales into revenue funding). This success and subsequent significant one-off investment into this programme provides the Board with a unique opportunity to make significant and lasting change, in partnership, to the local health and wellbeing landscape.

Phil Norrey
Devon County Council and Chair, ICE Programme Board

Electoral Divisions: Exeter

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