Better Care Together Thurrock: The Case for Further Change

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17 May 2022

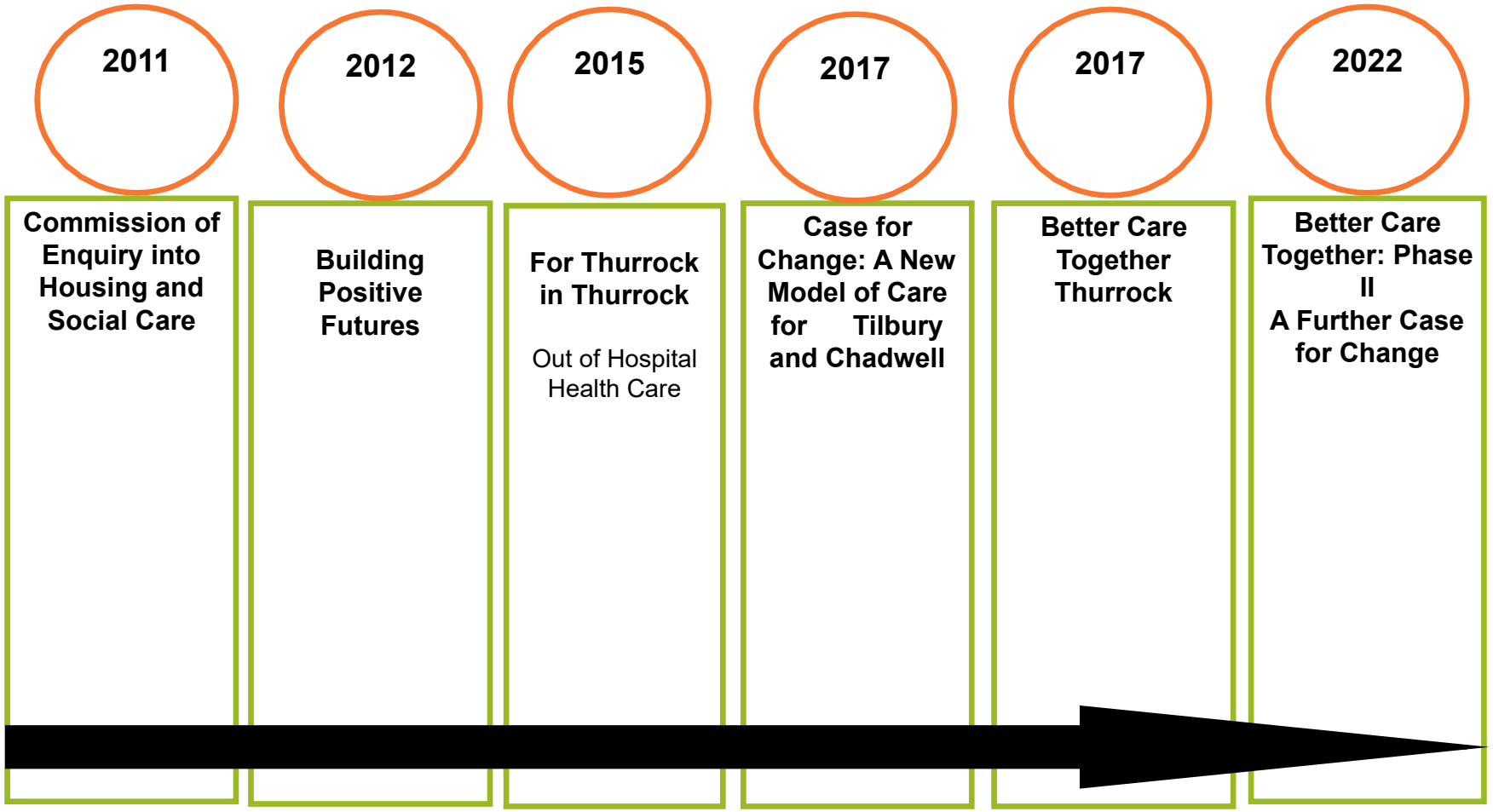
Better Care Together Thurrock

The Case for Further Change 2022-2026

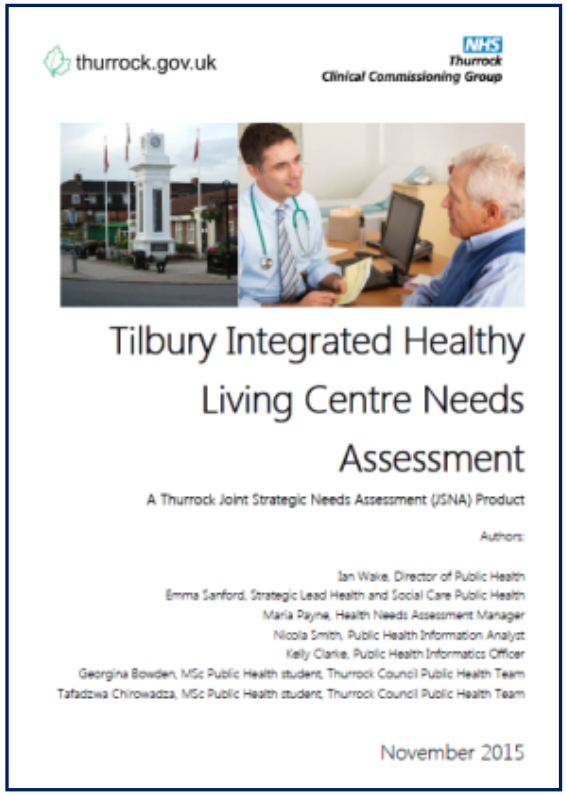
Overview

1. Purpose
2. Vision, Values and Principles
3. Overall care model
4. Individual elements
5. Next steps

THURROCK TRANSFORMATION – A JOURNEY THROUGH TIME….



A whole system's understanding, a whole system's approach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NHS Thurrock Clinical Commissioning Group

Tilbury Integrated Healthy Living Centre Needs Assessment

A Thurrock Joint Strategic Needs Assessment (JSNA) Product

Authors:

Ian Wake, Director of Public Health
Emma Sanford, Strategic Lead Health and Social Care Public Health
Maria Payne, Health Needs Assessment Manager
Nicola Smith, Public Health Information Analyst
Kelly Clarke, Public Health Informatics Officer
Georgina Bowden, MSc Public Health student, Thurrock Council Public Health Team
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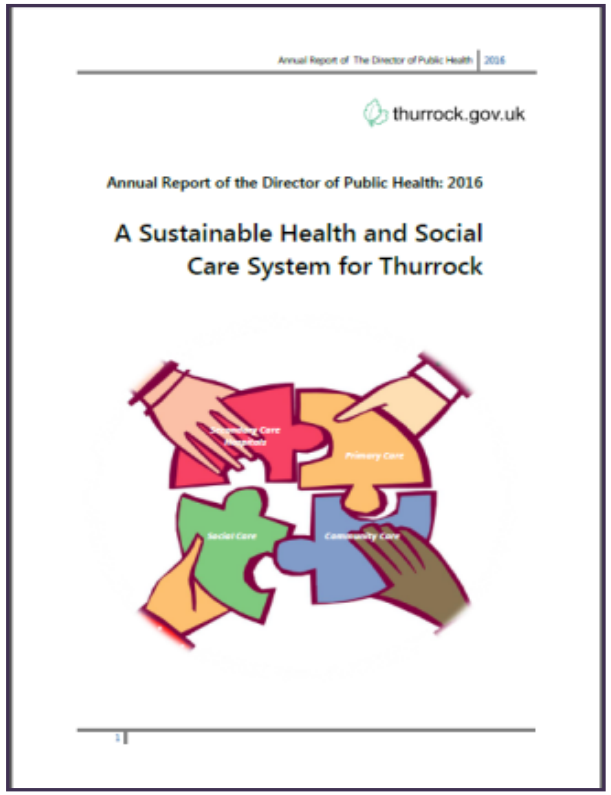
November 2015


Annual Report of The Director of Public Health | 2016

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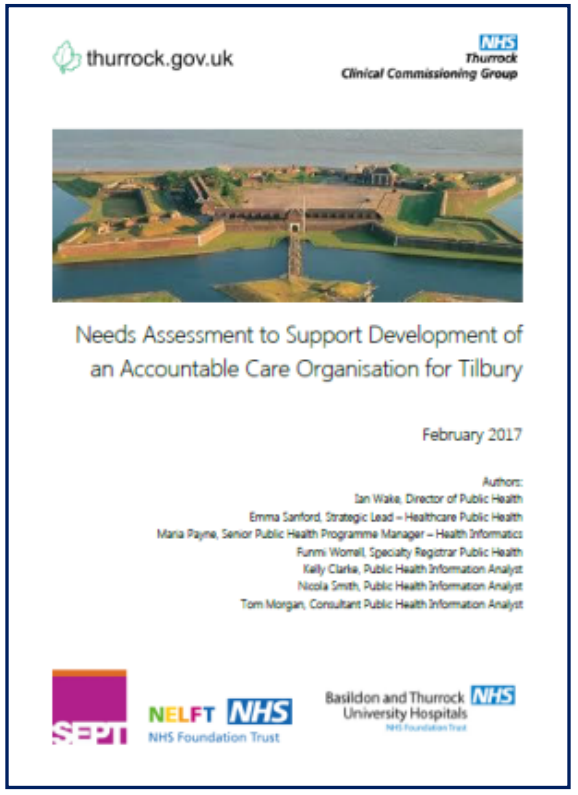
Annual Report of the Director of Public Health: 2016

A Sustainable Health and Social Care System for Thurrock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NHS Thurrock Clinical Commissioning Group

Needs Assessment to Support Development of an Accountable Care Organisation for Tilbury

February 2017

Authors:
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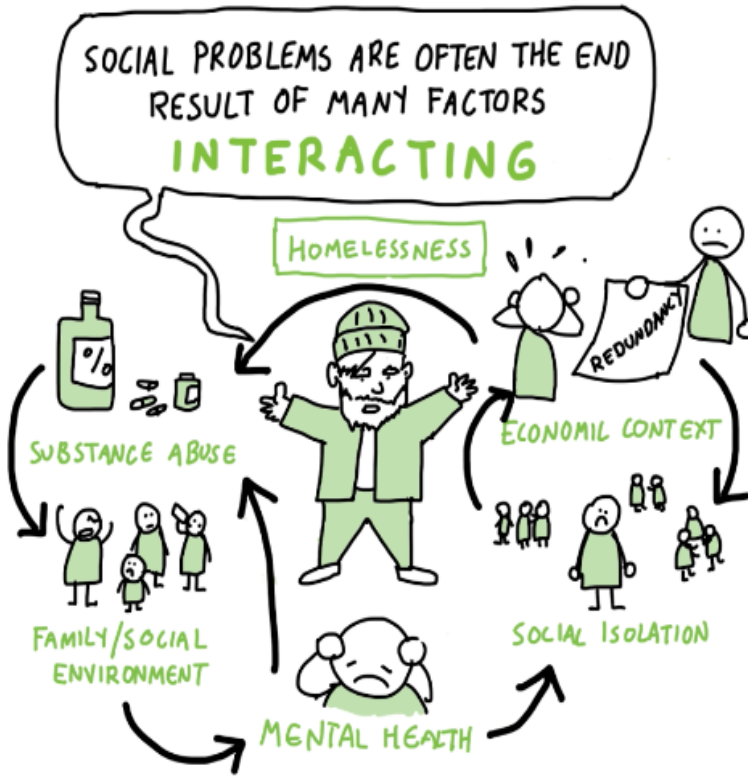
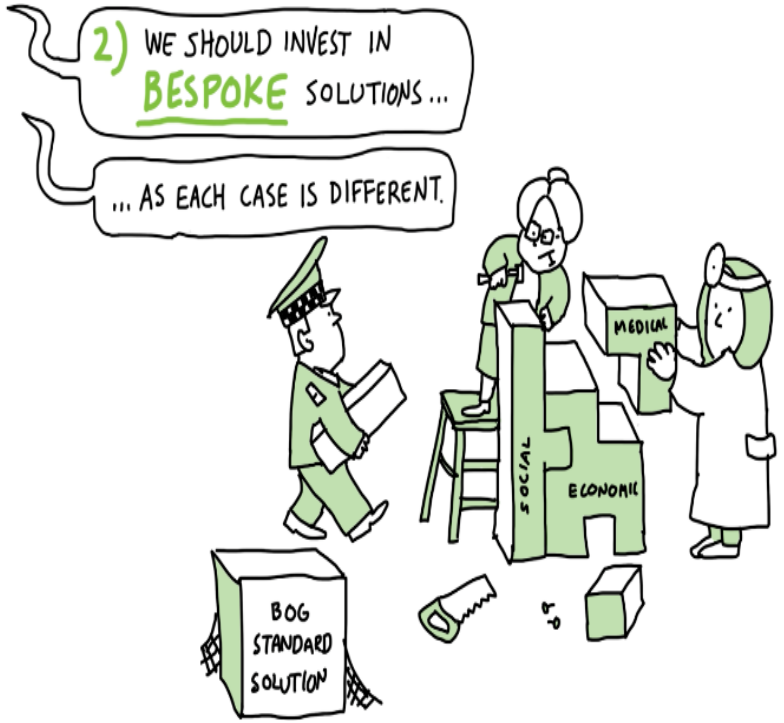
SEPT
NELFT NHS NHS Foundation Trust
Basildon and Thurrock NHS University Hospitals NHS Foundation Trust

https://www.thurrock.gov.uk/healthy-living/health-statistics-and-information

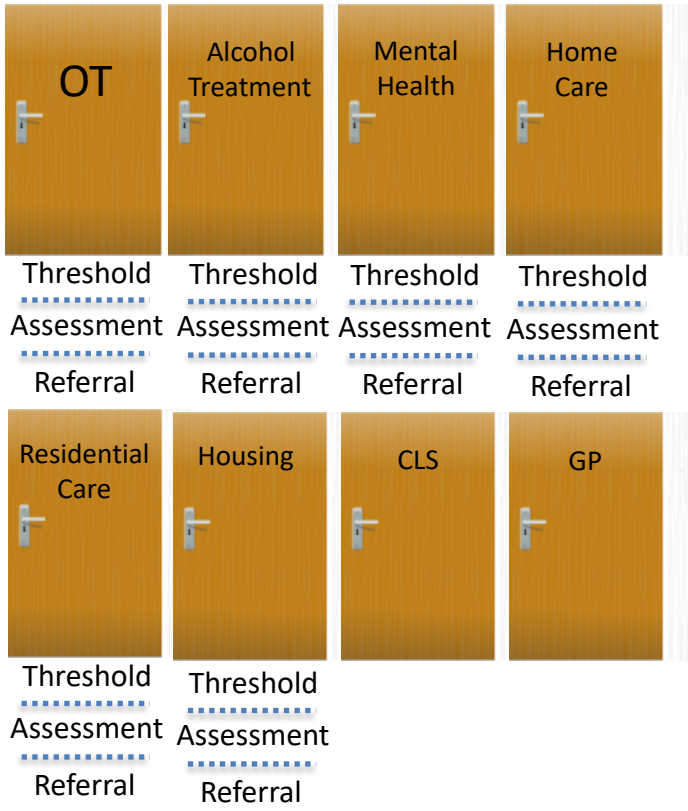
The ‘WHY’: Owen, 60 year old widower, living alone in a one bedroomed council flat in Chadwell





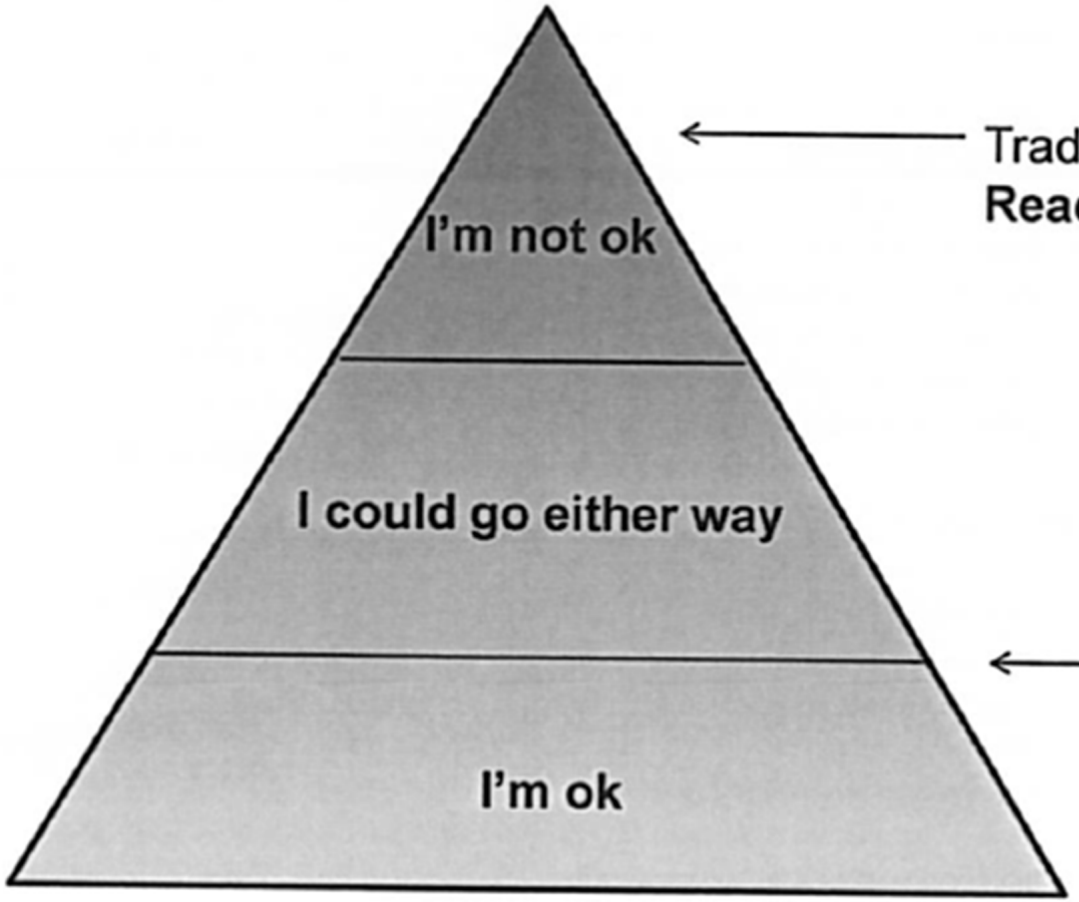
The ‘Need Paradox’

Total Cost ?£5000



Ambulance & A&E

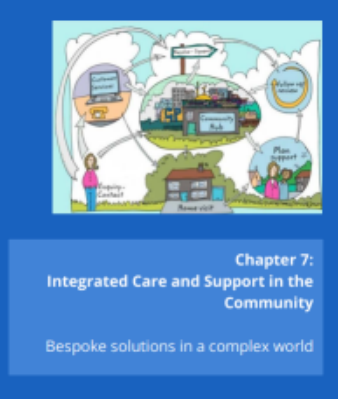
The Triangle of Needs



Traditional focus is here - **Reactive**

The question is, are we here to fix breaks or to organise ourselves to prevent them?

But the key lever is here (more particularly the boundary) - **Proactive**



Current Service Landscape

Majority of Functions Delivered by Separate Teams with Different Thresholds and Referral Criteria

South West Essex or MSE Level

- Speech and Language Team
- Virtual Ward
- Podiatry
- Stroke Team
- Community Respiratory Team
- Dementia Support Team
- Heart Failure Team
- Parkinson's Team
- Dietetics Team
- Tissue Viability Team
- Community Diabetes Team

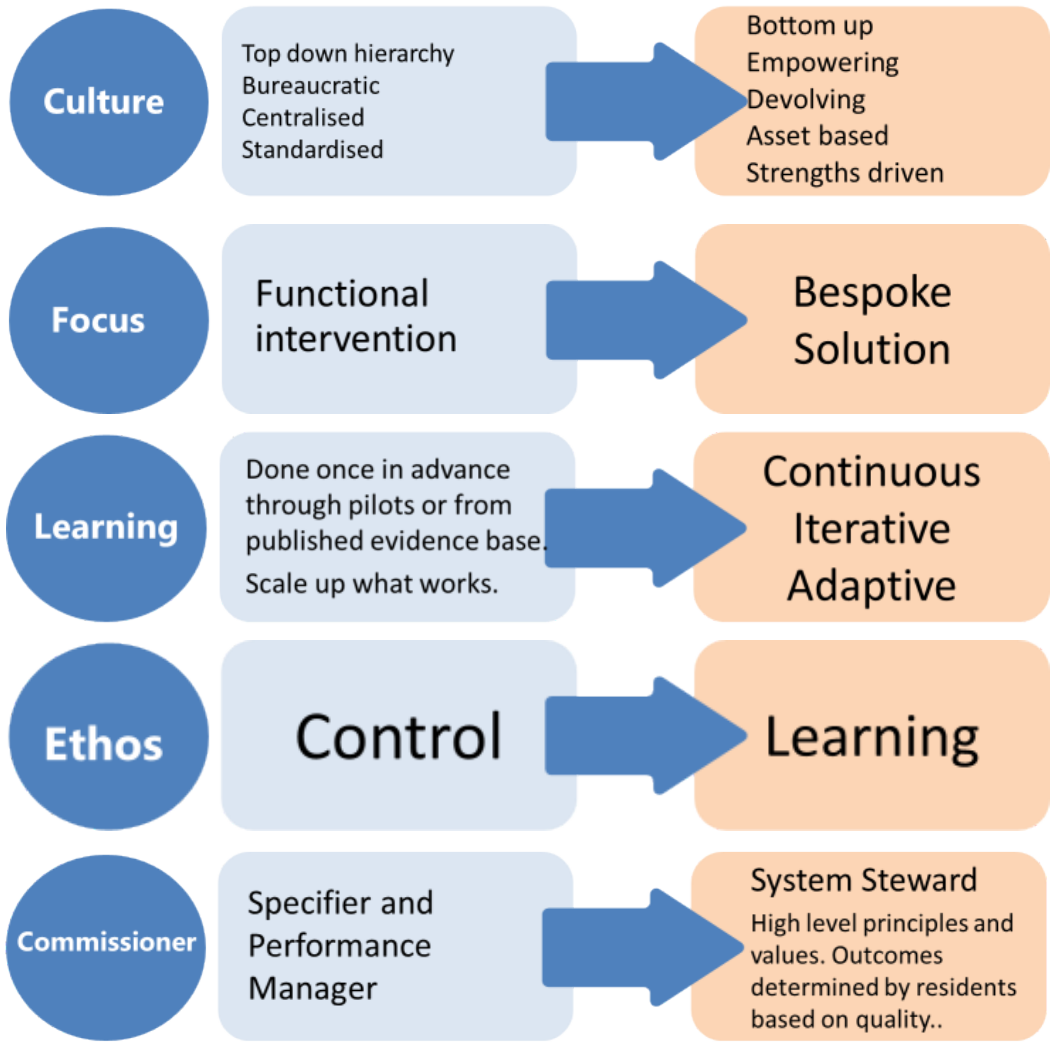
Thurrock Borough Wide

- Drug & Alcohol Treatment
- Occupational Therapy Team
- Complex Care (ASC) Team
- Housing Operations (Tenancy & Estates Mgt)
- Older Adults (NHS) Team
- Homelessness Team
- Integrated Care Team
- ASC Reviews Team
- ASC Mental Health Team
- ASC OT Team
- UCRT
- Private Sector Housing Team

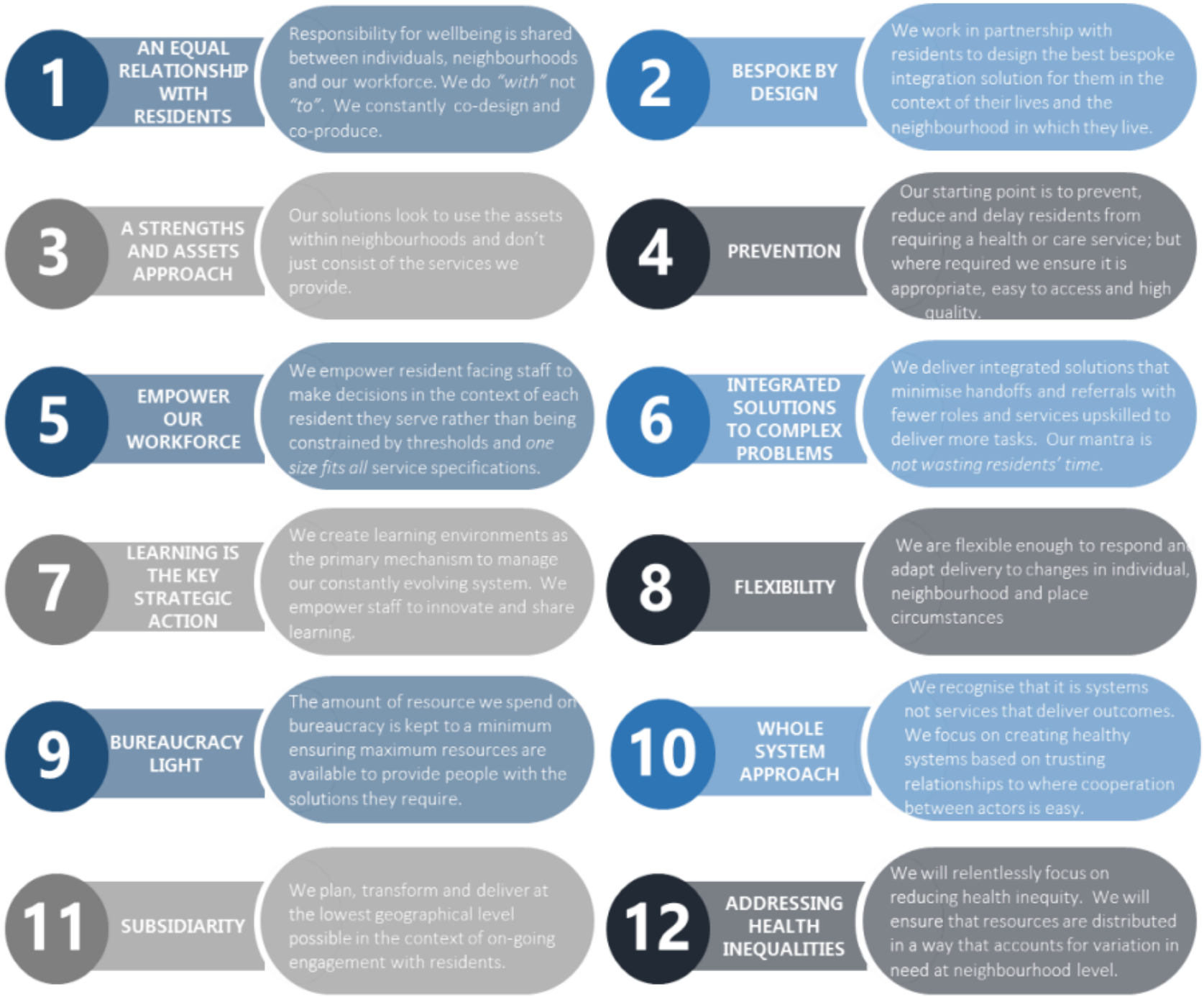
Wider Locality

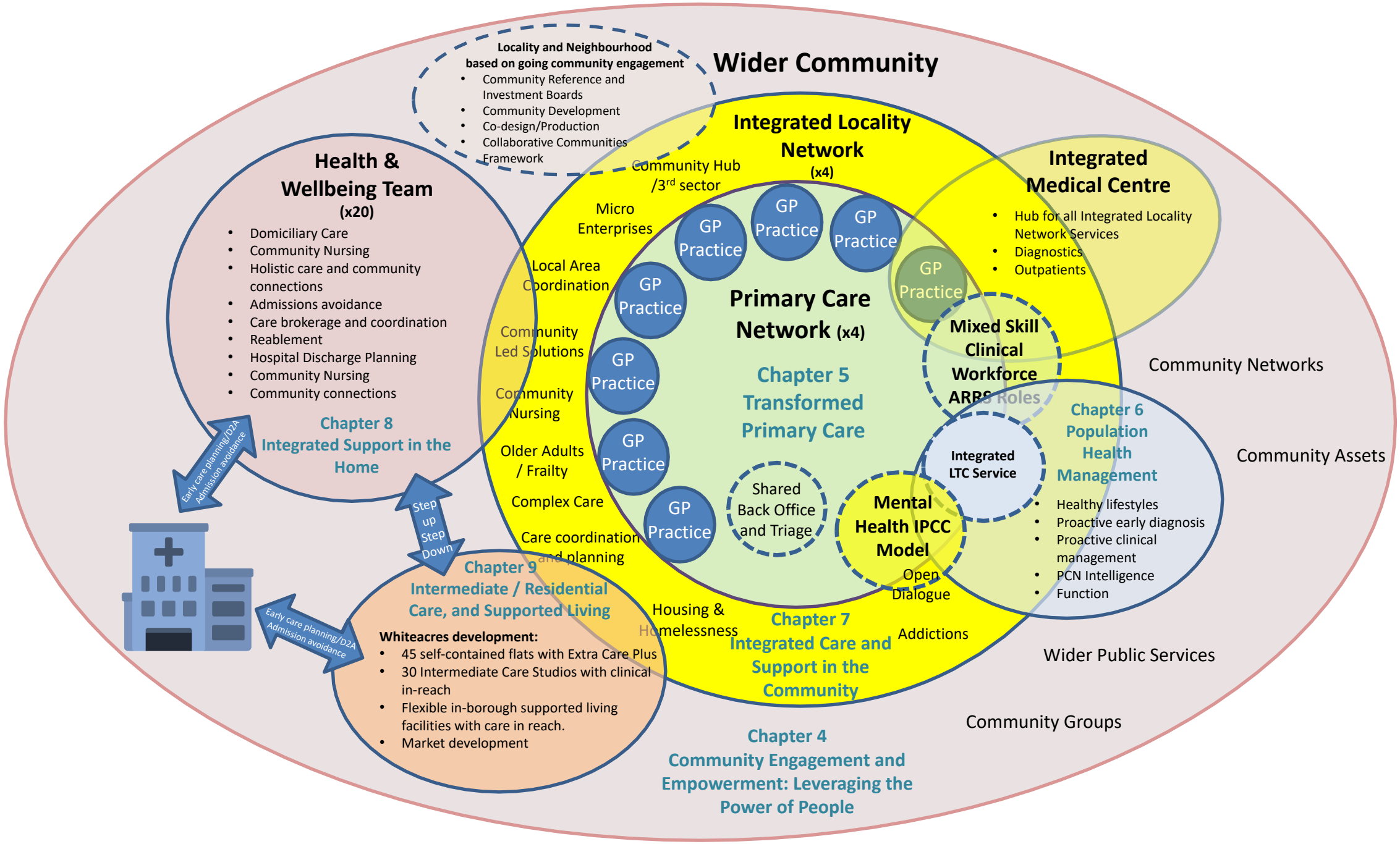
- IMC (Corringham)
- Local Area Coordinators
- Community Builders
- PCN
  - GP Practice
  - Mixed Skill Clinical Workforce
  - Social Prescribing
- Community Led Support Team
- Community Hub
- Integrated Primary and Community Care MH Team
- Micro-Enterprises
- Wellbeing Teams (Tilbury and Chadwell)
- Thurrock First

The Transformative Change we Need to Deliver

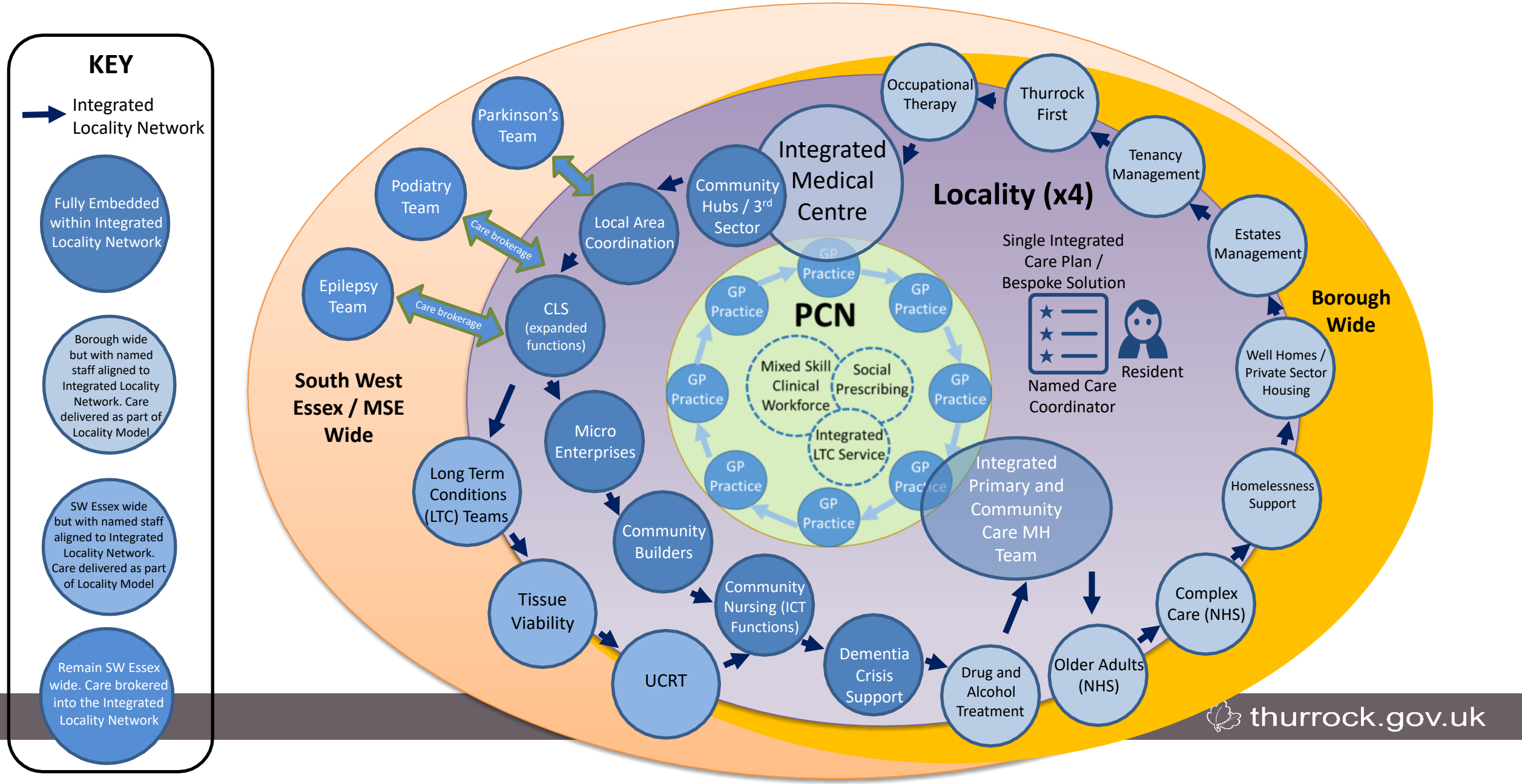


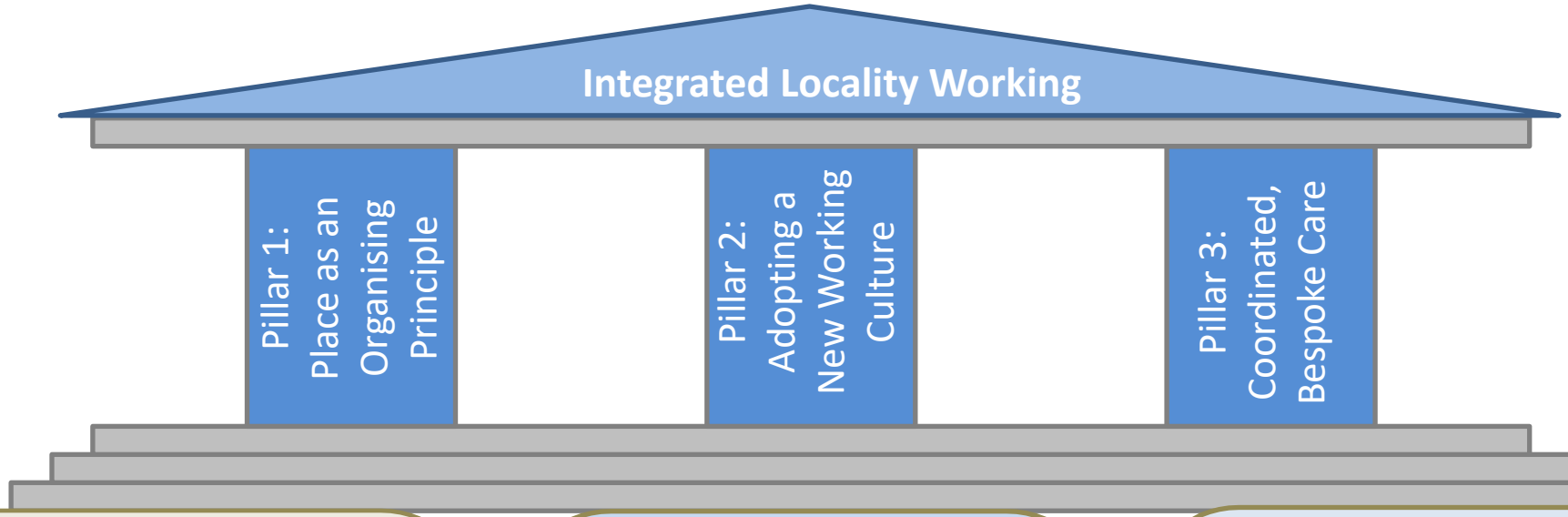
Our 12 Transformation Principles




Locality and Neighbourhood based on going community engagement
Community Reference and Investment Boards
Community Development
Co-design/Production
Collaborative Communities Framework
Wider Community
Integrated Locality Network (x4)
Health & Wellbeing Team (x20)
Domiciliary Care
Community Nursing
Holistic care and community connections
Admissions avoidance
Care brokerage and coordination
Reablement
Hospital Discharge Planning
Community Nursing
Community connections
Chapter 8 Integrated Support in the Home
Community Hub /3rd sector
Micro Enterprises
Local Area Coordination
Community Led Solutions
Community Nursing
Older Adults / Frailty
Complex Care
Care coordination and planning
GP Practice
Primary Care Network (x4)
Chapter 5 Transformed Primary Care
Shared Back Office and Triage
Integrated Medical Centre
Hub for all Integrated Locality Network Services
Diagnostics
Outpatients
Mixed Skill Clinical Workforce ARRS Roles
Integrated LTC Service
Mental Health IPCC Model
Open Dialogue
Addictions
Chapter 6 Population Health Management
Healthy lifestyles
Proactive early diagnosis
Proactive clinical management
PCN Intelligence
Function
Community Networks
Community Assets
Wider Public Services
Community Groups
Early care planning/D2A Admission avoidance
Step up Step Down
Chapter 9 Intermediate / Residential Care, and Supported Living
Whiteacres development:
45 self-contained flats with Extra Care Plus
30 Intermediate Care Studios with clinical in-reach
Flexible in-borough supported living facilities with care in reach.
Market development
Housing & Homelessness
Chapter 7 Integrated Care and Support in the Community
Chapter 4 Community Engagement and Empowerment: Leveraging the Power of People

Integrated Locality Network: Integrated Support at Locality Level around the PCN





Place as an Organising Principle

PCN Locality as the Planning Footprint.

The Integrated Medical Centre acts as the locality 'hub'

A Single Integrated Locality Network.

- Relationships not referrals
- Alignment of named professionals within larger teams
- Support from small specialist teams brokered in + upskilling.

A New Working Culture

Empowered Staff

- Free to use judgement within broad framework of principles

Solutions not services.

A Learning Culture

Focus on what matters to residents.

- Build relationship and goal setting with residents

Coordinated, Bespoke Care

Bespoke Solutions to Complex Problems

Care Coordination.

- A single named person brokers all care required as part of the solution.

Single Integrated Care Plans

- For the most complex individuals l
- Linked to the goals that the resident has set for themselves.
- Across NHS, 3rd sector and LA.

Chapter 4: Community Engagement and Empowerment

Leveraging the Power of People

Community Led Support

Community Builders

Community Hubs

Local Area Coordination

Social Prescribing

Micro Enterprises

4.2 Develop User-Led and Direct Delivery Communities of Practice to foster innovation and determine what works

4.5 Micro Enterprise Development – Community Economic Unit (CEU) within each PCN/locality

4.3 Air Table / other architecture to capture community intelligence

Chapter 5: Transforming Primary Care

Improving Primary Care Access and Quality

5.1 Prioritise future investment to close the equity gap. All PCNs at least the same level of appointment to need as SLH

5.3 Investment in the ARRS programme including skills audit

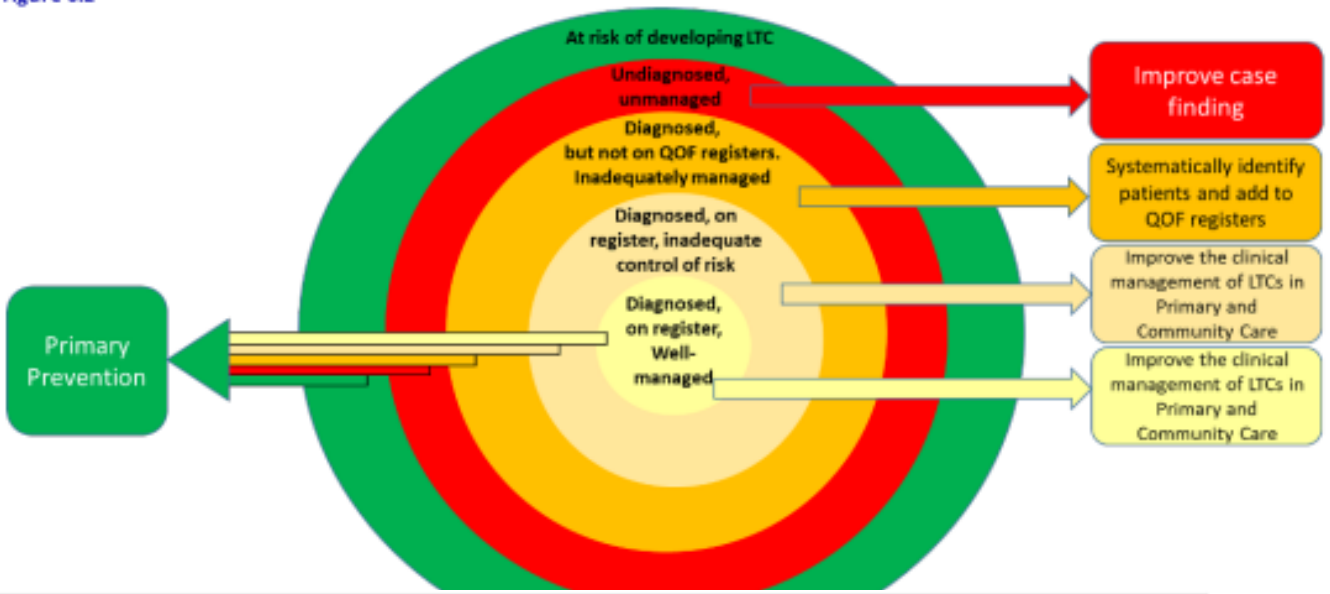
5.7/8 Foster collaboration, sharing best practice and at scale delivery
PCN level SystmOne unit

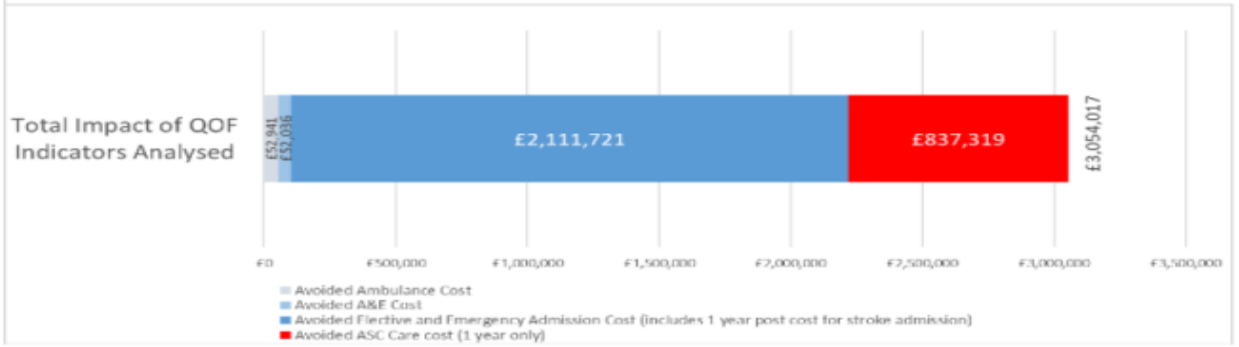
5.2/9 IMC and Integrated Locality Network Capacity within PCN

Chapter 6: Improved Health and Wellbeing Through Population Health Management

From reactive to proactive care

Figure 6.2





- **147** missed opportunities for stroke admission prevention

- Opportunity to prevent **384** hospital admissions across five high volume care pathways

Chapter 8:
Integrated Support in the Home

Holistic care from fewer people

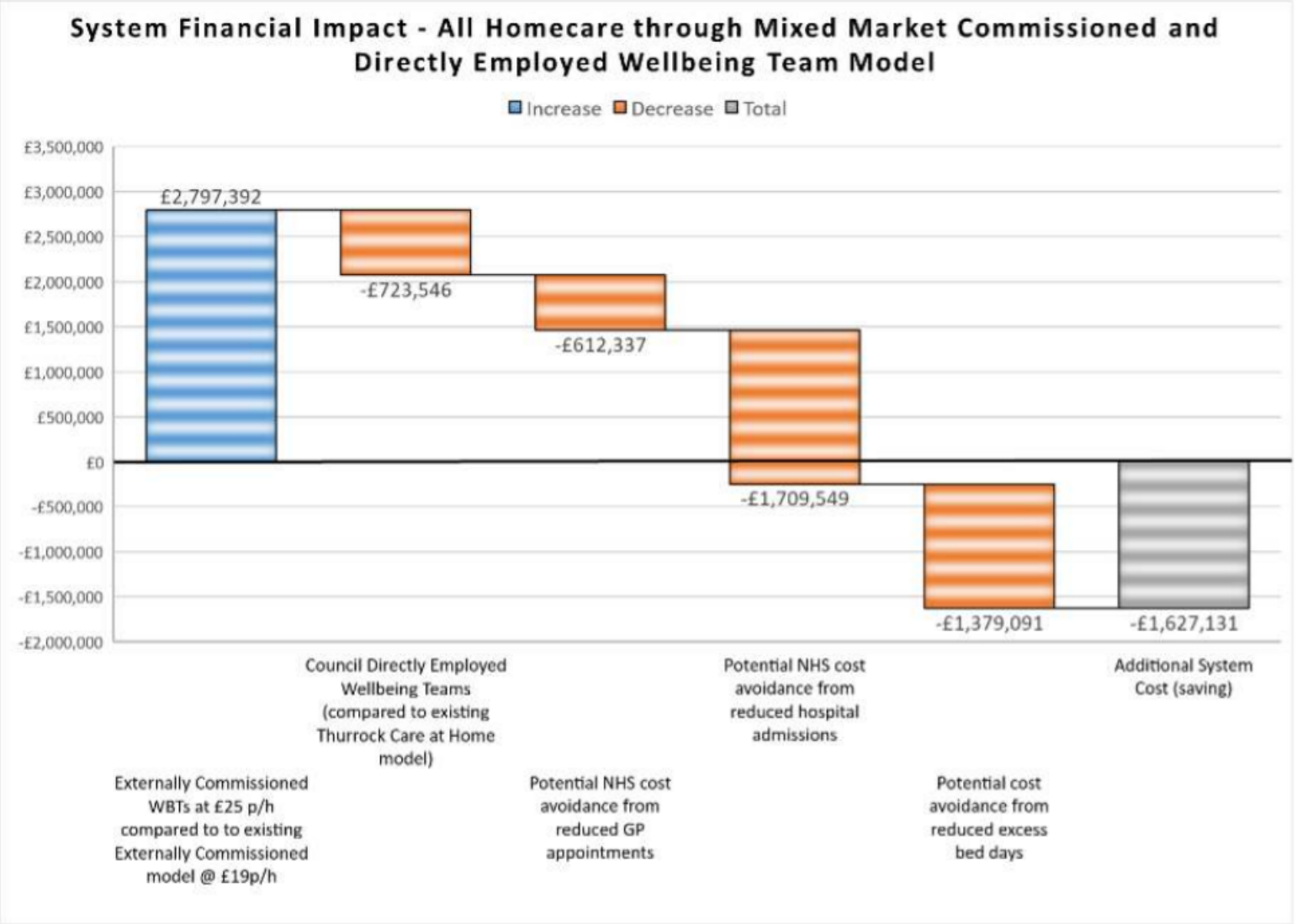
Wellbeing Teams Model

8.1 Provider Services Transformation across Tilbury and Chadwell

8.2 Collect more robust evaluation data

8.3 System business case

8.4 Market development



- Potentially affordable if mixed market model at £25 per hour externally commissioned

8.5 Upskill staff to create 'Health and Wellbeing Worker' blended role

8.6 Embed reablement and discharge planning

8.7 Align ICT with named community nurse for each team

Chapter 9: Reimagining Supported Living, Residential and Intermediate Care

Dignity and independence with more intensive support

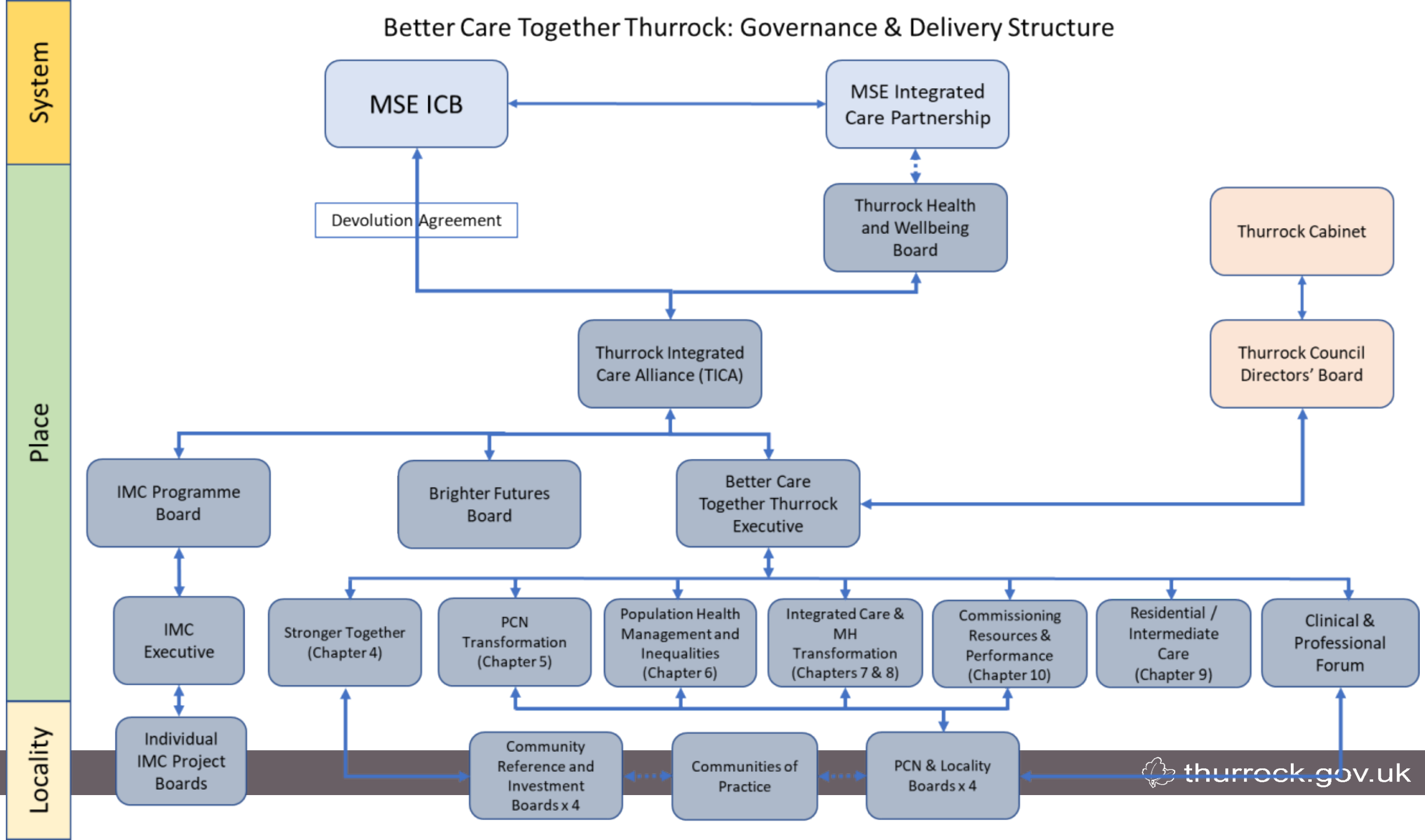
9.3 Exemplar model residential care facility – *Whiteacres site*

9.4 Include 30 studios for intermediate care

9.5 Business case to Cabinet in 2022/23

9.6 New model of MH Supported Living

Better Care Together Thurrock: Governance & Delivery Structure



Next Steps

- Communication and Engagement with wider staff groups
- ICS sign up
- Secondary Care Chapter
- One year delivery plan for 2022/23 – service plans
- Wider Support – Centre for Public Impact Proposal
- ICS devolution agreement
- Review commissioning to support