



Bath and North East Somerset,
Swindon and Wiltshire Together

BSW Together

Primary and community care delivery plan summary

October - November 2023





Executive summary

The primary and community care delivery plan is a strategic document that supports the broader **BSW Together Integrated Care Strategy and Implementation Plan**. It was approved by the BSW ICB Board on 21 September 2023.

Purpose

BSW Together has the opportunity to transform how we deliver primary and community care services across the integrated care system (ICS). We want those living and working within our communities, and those who use and deliver these services to feel a step change in how we come together and collaborate. This will create a truly integrated network where everyone's contribution is valued and recognised.

We need to address important drivers including an ageing population with increasingly complex needs, including frailty; growing demand and pressure across our services and on our workforce; the need for a person-centred approach to care; and the relationship between greater equality, better care, and a healthier economy

Approach

A range of inputs have been captured and consolidated to develop the delivery plan and identify the supporting detail. These include:

- Review of existing BSW Together documents including the Integrated Care Strategy and Implementation Plan
- Broader national policy and guidance including the Fuller stocktake, Major Conditions strategy and NHS Long Term Plan
- Market engagement with local providers and partners
- Stakeholder feedback from the ICBC Programme, Clinical Oversight Group and ICB members, and primary care GPs

Transformation priorities

Six **transformation priorities** have been set out to provide a consolidated view of the direction of travel for primary and community care services:

1. **Deliver enhanced outcomes and experiences for our adults and children by evolving our local teams**
2. **Adopt a scaled population health management approach by building capacity and knowledge**
3. **Actively co-design and co-deliver preventable models of care by strengthening local partnerships and assets**
4. **Increase personalisation of care through engaging and empowering our people.**
5. **Improve access to a wider range of services closer to home through greater connection and coordination**
6. **Support access to the right care by providing co-ordinated urgent care within the community**

Each transformation priority is then detailed through **interventions and actions** which identify the specific activities that need to be completed to support successful delivery of each transformation priorities.

Five **focus areas** are considered across all priorities: health inequalities, children and young people, mental health, major conditions, learning disabilities and autism.

This delivery plan will be supported by the **six enablers** identified in the BSW Together Integrated Care Strategy, as well as an additional enabler on commissioning and contracting:

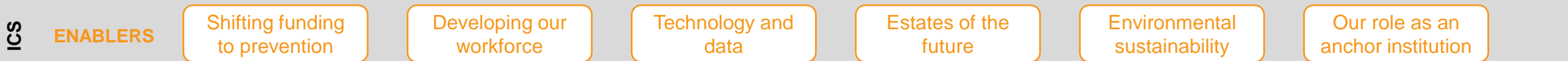
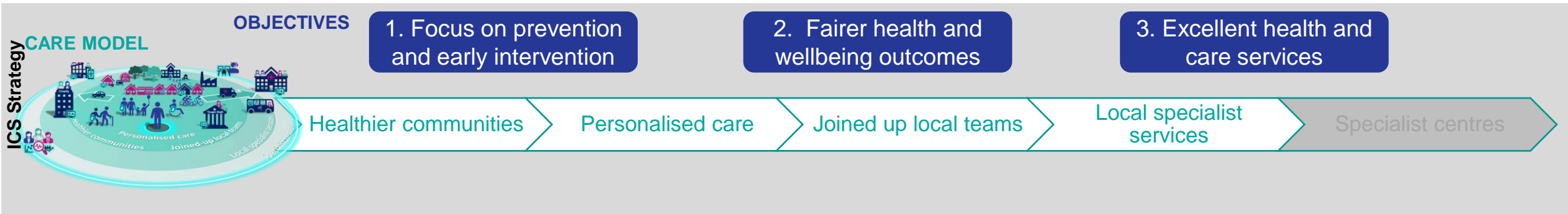
- Shifting funding to prevention
- Developing our workforce
- Technology and data
- Estates of the future
- Environmental sustainability
- Our role as an anchor institution
- Commissioning and contracting

This work is part of the Integrated Community Based Care Programme, one of six BSW transformation programmes. It is one of the first priority transformation programmes and focuses on community services. The ICBC programme is also the vehicle for the recommissioning of community services.



Summary of the key elements of the delivery plan

The transformation priorities are articulated below and mapped to the ICS Strategy and BSW care model objectives





The Six Transformation Priorities - in other words

1. Deliver enhanced outcomes and experiences for our adults and children by evolving our local teams
2. Adopt a scaled population health management approach by building capacity and knowledge
3. Actively co-design and co-deliver preventable models of care by strengthening local partnerships and assets
4. Increase personalisation of care through engaging and empowering our people.
5. Improve access to a wider range of services closer to home through greater connection and coordination
6. Support access to the right care by providing co-ordinated urgent care within the community

By this we mean...

1. *Create local teams to deliver more joined up services which in turn will deliver better health and care outcomes for people*
2. *Use data and insights to create a better picture of the health and care needs of local people and communities*
3. *Work with local people to design and deliver health and care services in their communities that help people to live healthier lives.*
4. *Create more tailored care for people and empower them to take more control of their own health needs and wellbeing.*
5. *Improve access to a wider range of services closer to home (including specialist services)*
6. *Make sure that people can access the right care, at the right time and in the right place*



The delivery plan takes the ICS Strategy and focuses in detail on primary and community care services

It consolidates and aligns to existing documentation and engagement to date, and incorporates direct feedback from across the system



BSW Together integrated care strategy	BSW Together implementation plan	BSW Case for change	Avoidable admissions + Frailty
Benefits Master Version	BSW Care Model	ICBC Programme outputs	ICBC service design
ICBC service design CYP	Children's services review	Care model personas	Fuller Stocktake
NHS long term plan	NHS long term workforce plan	Delivery plan for recovering access to primary care	Creating better health value
Major conditions strategy	Market engagement July	Market Engagement August	Draft plan testing in Sept 23

Consolidation

The delivery plan structure

Principles

The values which guide the decision we make. These link to system-wide themes and are based on the case for change and the BSW Together integrated care strategy

Transformation Priorities

Key objectives which will transform community and primary care the most

Interventions and actions

The activities we will take to deliver the priorities

Focus areas

Specific areas which have been identified as most important to focus on. These cut across all transformation priorities

The structures which enable delivery based on the BSW Together integrated care strategy

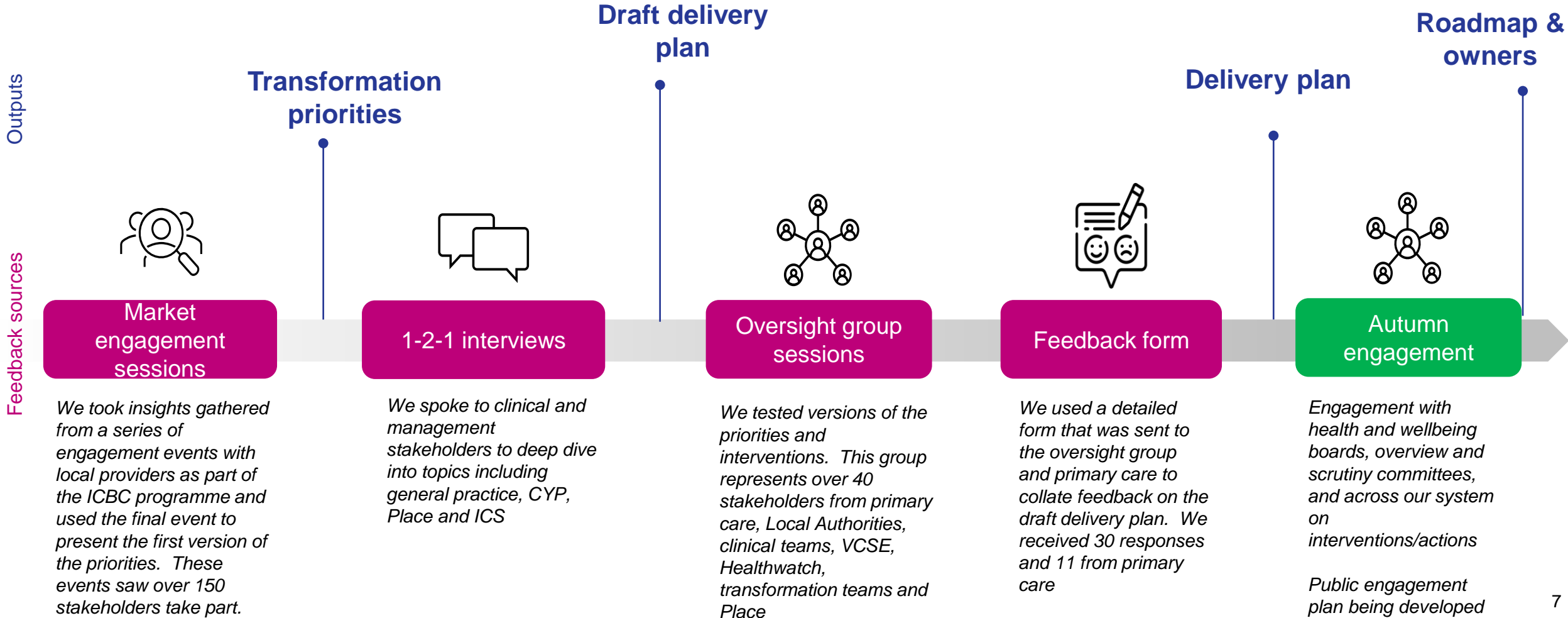
Enablers





Feedback

We used feedback from a range of clinical and non-clinical stakeholders and sources, and iterated throughout the development of the delivery plan





Delivery plan content – your views

This section gives more information on the focus areas of the plan and introduces the detail of each transformation priority. It also outlines the six enablers that underpin the plan.

Whilst the priorities have now been agreed, we continue to seek feedback on the interventions and actions for each priority and this will help us shape the next phase of the plan – the roadmap and implementation phase. In particular, we are keen to find out your views on:

- **Are the actions and interventions we have identified the right ones to help deliver our transformation priorities?**
- **Which of the actions and interventions are most important to you and why?**
- **In what order do you think we should undertake or prioritise these?**
- **Which groups, individuals and organisations do you think are most important to involve in further work around the actions and interventions? How should we best engage with them?**
- **Do you have any other comments, ideas or observations that you would like to make?**



Our transformation priorities



Based on the system strategy, national policy and guidance, case for change; and guided by the principles and focus areas, we have set out six transformation priorities

Deliver enhanced outcomes and experiences for our adults and children by evolving our local teams

We will build on our existing primary care networks to create more integrated neighbourhoods serviced by providers who can share information, caseloads, and estates to provide more joined up care and the capacity to do so.

Adopt a scaled population health management approach by building capacity and knowledge

We will use data and insight to understand our populations better, identify health inequalities, target marginalised groups, and develop initiatives and services that improve access and result in fairer health and outcomes.

Actively co-design and co-deliver preventable models of care by strengthening local partnerships and assets

We can promote healthier communities and increase healthy life expectancies through better understanding and working with our local communities. We recognise that care and support is best delivered by those who understand the adults and children who live within their communities.

Increase personalisation of care through engaging and empowering our people

We need to shift towards greater prevention and early intervention. We can do so by tailoring our support to a persons' specific needs and using technology advances to provide support in formats that fit with individuals' needs and preferences.

Improve access to a wider range of services closer to home through greater connection and coordination

We will deliver excellent health and care services closer to people's homes and overcome inequality of access by creating stronger physical and virtual connections between primary and community care and specialist services.

Support access to the right care by providing co-ordinated urgent care within the community

We want emergency care to be for those who need it most and know we can help people to address their urgent needs within the community. This can prevent avoidable admissions and result in better outcomes and experiences.



Transformation priorities and interventions – your views.

Are they the right actions and interventions? What priority order?



Deliver enhanced outcomes and experiences for our adults and children by evolving our local teams

- 1.1 Create a system-wide blueprint for local teams and set up the structures needed to enable it
- 1.2 Harness the role of wider primary care in local delivery
- 1.3 Build the capacity and capability to deliver local teams within primary care

Adopt a scaled population health management approach by building capacity and knowledge

- 2.1 Provide system-wide support to embed a consistent PHM (population health management) approach
- 2.2 Use insight to identify care gaps and develop and prioritise targeted initiatives
- 2.3 Support local teams to scale the use of PHM (population health management) in their work

Actively co-design and co-deliver preventable models of care by strengthening local partnerships and assets

- 3.1 Address current barriers to working with local partners and providers
- 3.2 Increase our awareness and use of community assets in the delivery of care
- 3.3 Build meaningful relationships to ensure our communities and local people are involved in the design and delivery of services

Increase personalisation of care through engaging and empowering our people

- 4.1 Expand the use of personalised budgets across the system
- 4.2 Increase awareness of services to support better decision making
- 4.3 Roll out digital and remote initiatives that support at-home and near-home management

Improve access to a wider range of services closer to home through greater connection and coordination

- 5.1 Define the local specialist care model to link services together
- 5.2 Provide more wrap around services within the community
- 5.3 Increase local teams' access and connections to specialist advice and guidance

Support access to the right care by providing co-ordinated urgent care within the community

- 6.1 Design a system-wide single integrated urgent care pathway that can flex to local needs
- 6.2 Increase awareness and optimise use of same day urgent care services
- 6.3 Improve the community-based mental health interfaces



Next Steps

Engagement:

- We will continue to engage with key stakeholders particularly as we refine the interventions and actions for the system
- The Plan will be shared with Health and Wellbeing Boards, and Health Overview and Scrutiny over the coming months
- We will continue to engage with the members of the ICS Oversight Group that was established to oversee the development of the Plan (40 stakeholders from across BSW)
- Views from the local LMC and Primary Care Collaboratives will be included as we iterate the actions we need to take to deliver the plan
- Testing and co-producing the “how” will take place during the coming months as part of the wider ICBC programme.

Roadmap for delivery

- We will be developing a Primary and Community Delivery Programme to take forward the roadmap of agreed key actions for the next 12-18 months. This is being tested through the Integrated Community Based Care (ICBC) Programme Clinical Reference Group
- We will be identifying action owners and methods of evaluation.

Your thoughts:

- We welcome views and feedback today to help us develop the delivery interventions and actions in the plan. The questions to help the discussion are repeated on the next slide.

Finally:

The document will be used to inform the ICBC Programme documentation, and we will use this document to help inform future investments and prioritising our programmes of transformation within Primary and Community Services



A reminder of the questions to help feed back on the plan

- Are the actions and interventions we have identified the right ones to help deliver our transformation priorities?
- Which of the actions and interventions are most important to you and why?
- In what order do you think we should undertake or prioritise these?
- Which groups, individuals and organisations do you think are most important to involve in further work around the actions and interventions? How should we best engage with them?
- Do you have any other comments, ideas or observations that you would like to make?

Please return any feedback to: Caroline Holmes caroline.holmes19@nhs.net or Sue Reid: s.reid5@nhs.net



Thank you!