

South West London Integrated Care System

Merton Overview & Scrutiny Committee

Mark Creelman
Executive Locality Lead Merton & Wandsworth
South West London Integrated Care System



What are Integrated Care Systems?



Integrated Care Systems are partnerships of organisations that come together to plan and deliver joined up health and care services to improve the lives of people in their area. They will be responsible for how health and care is planned, paid for and delivered.

ICSs have four key purposes:

1. improving outcomes in population health and healthcare
2. tackling inequalities in outcomes, experience and access
3. enhancing productivity and value for money
4. supporting broader social and economic development

What are Integrated Care Systems?

Integrated Care Systems will be made up of two parts:

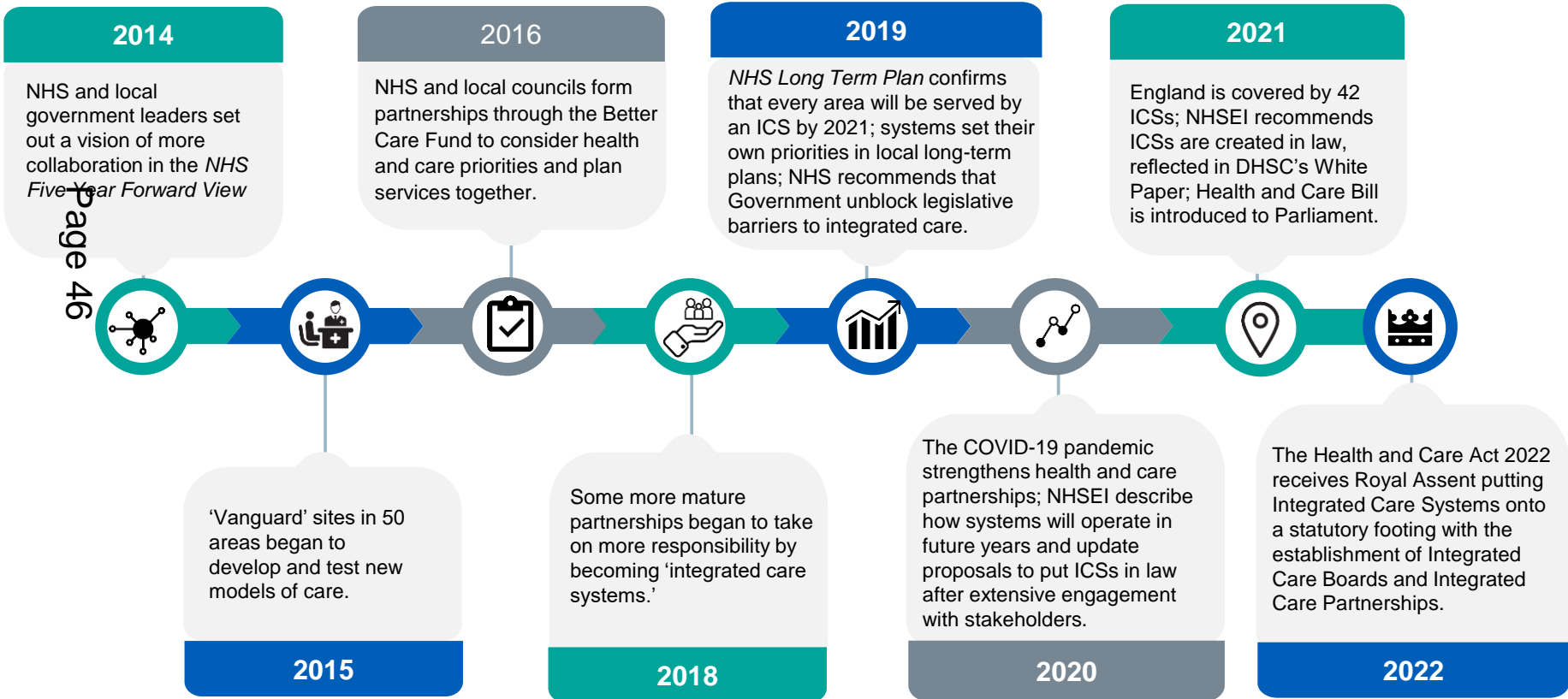
- **Integrated Care Boards** decide how the NHS budget for their area is spent and develop a plan to improve people's health, deliver higher quality care, and better value for money
- **an Integrated Care Partnerships** bring the NHS together with other key partners, like local authorities, to develop a strategy to enable the Integrated Care System to improve health and wellbeing in its area

Other important ICS features are:

- **Local authorities**, which are responsible for social care and public health functions as well as other vital services for local people and businesses.
- **Place-based partnerships** lead the detailed design and delivery of integrated services across their localities and neighbourhoods. Our place partnerships involve the NHS, local councils, community and voluntary organisations, local residents, people who use services, their carers and representatives and other community partners with a role in supporting the health and wellbeing of the local population.
- **Provider collaboratives** bring NHS providers together to achieve the benefits of working at scale across multiple places and one or more ICSs, to improve quality, efficiency and outcomes and address unwarranted variation and inequalities in access and experience across different providers.

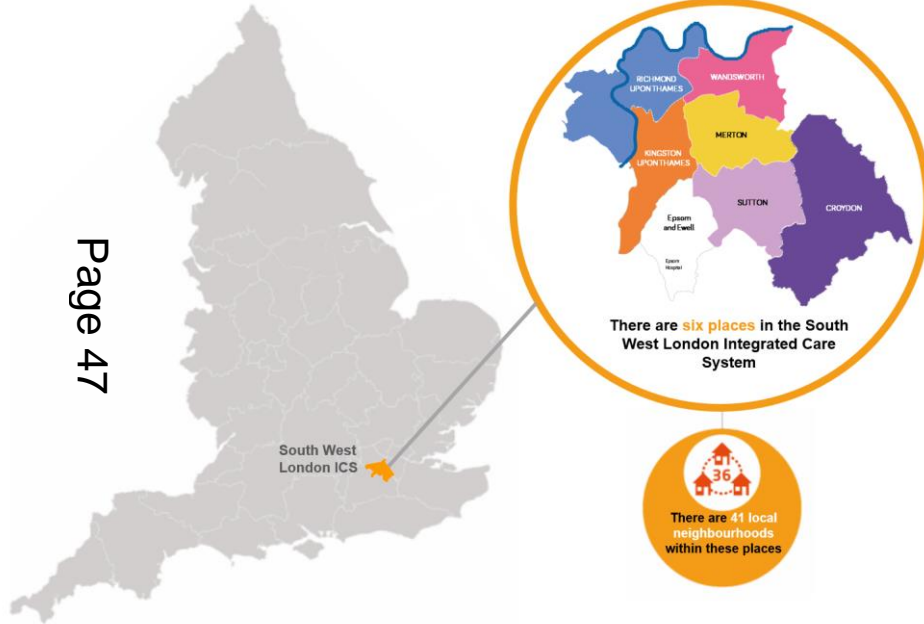


The journey to integrated care systems



SW London Integrated Care System

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South West London Health and Care Partnership was granted Integrated Care System status in 2020, and on 1 July 2022 we will take on statutory responsibilities.

We bring together NHS organisations, local councils, Healthwatch, charities, community and voluntary organisations to improve local health and care services and to improve the health and wellbeing of local people.

- Our ICS is made up of six ‘places’ – Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth.
- Since we were set up in 2018, we have developed better and more convenient services, invested in keeping people healthy and out of hospital and set shared priorities for the future through our local health and care plans for each borough.



South West London Integrated Care System



Our integrated care system has two statutory committees:

NHS South West London Integrated Care Board decides how the NHS budget for their area is spent and develop a plan to improve people's health, deliver higher quality care, and better value for money

Our NHS Board will be made up of:

- Our Chair
- 4 non-executive members
- Chief Executive
- 4 partner members NHS and Foundation Trusts
- Partner member Primary Medical Services
- Partner member Local Authorities
- Chief Finance Officer
- Medical Director
- Director of Nursing
- 6 Place Members
- Deputy Chief Executive Officer

The first meeting of our NHS Board in public was held on:

10am, Friday 1 July 2022
The Chaucer Centre

The first meeting of our Partnerships Board will be in the autumn

South West London Integrated Care Partnerships bring the NHS together with other key partners, like local authorities, to develop a strategy to enable the Integrated Care System to improve health and wellbeing in its area

Our Partnerships Board will be made up of:

- Co-Chairs – the ICB Chair and a Leader of a SWL Council
- Health members
 - ICB Chief Executive
 - ICB Population Health Management Director
 - ICB CFO
 - 5 NHS SWL Provider Chairs
 - Primary care representative
- Local Authority members
 - 6 Chairs of Health and Wellbeing Boards
 - Chief Executive representative
 - Director of Children Services representative
 - Director of Adult Services representative
 - Director of Public Health representative
 - Growth and economy representative
- 6 Place representatives
- SWL Clinical Senate co-chairs
- ICB Deputy Chief Executive Officer
- Healthwatch representative
- Voluntary sector representative



Our places in South West London

Place-based partnerships lead the detailed design and delivery of integrated services across their localities and neighbourhoods. We have six place partnerships across each of our boroughs.



Croydon

Croydon Council
Croydon Health Services NHS Trust
Croydon Healthwatch
South London and The Maudsley NHS Trust
Croydon voluntary sector organisations
Age UK Croydon
NHS South West London



Kingston

Kingston Council
Kingston Hospital NHS Foundation Trust
Hounslow & Richmond Community Healthcare
South West London & St George's Mental Health Trust
Kingston Healthwatch
Kingston voluntary sector organisations
Your Healthcare
NHS South West London



Merton

Merton Council
St George's University Hospitals NHS Foundation Trust
Merton Healthwatch
South West London & St George's Mental Health Trust
Merton voluntary sector organisations
NHS South West London



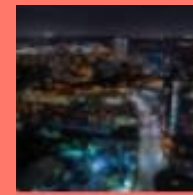
Richmond

Richmond Council
Kingston Hospital NHS Foundation Trust
Hounslow & Richmond Community Healthcare
South West London & St George's Mental Health Trust
Richmond Healthwatch
Richmond voluntary sector organisations
NHS South West London



Sutton

Sutton Council
Epsom and St Helier University Hospitals NHS Trust
Sutton Healthwatch
South West London & St George's Mental Health Trust
Sutton voluntary sector organisations
NHS South West London



Wandsworth

Wandsworth Council
St George's University Hospitals NHS Foundation Trust
Wandsworth Healthwatch
South West London & St George's Mental Health Trust
Wandsworth voluntary sector organisations
NHS South West London

Provider Collaboratives

Provider Collaboratives are partnership arrangements involving two or more trusts (foundation trusts or NHS trusts) working across multiple places to realise the benefits of mutual aid and working at scale.

There are three Provider Collaboratives in South West London:

- **South London Mental Health Partnership** - comprising Oxleas NHS Foundation Trust, South London and Maudsley NHS Trust and South West London and St. George's NHS Trust
- **The Acute Provider Collaborative** - comprising Croydon Health Services NHS Trust, Epsom and St. Helier University Hospitals NHS Trust, Kingston Hospital NHS Foundation Trust, St. George's University Hospitals NHS Foundation Trust
- **RM Partners** - comprising all South West London and North West London bodies supporting the NHS Cancer Pathway, including Primary, Acute and Specialist providers and screening services

The purpose of provider collaboratives is **to work together to continuously improve quality, efficiency and outcomes**, including proactively **addressing unwarranted variation and inequalities in access and experience**

Together, trusts work collaboratively to **lead the transformation of services and the recovery from the pandemic**, making sure they have shared ownership of their objectives and plans





The purpose of Place



- **To support and develop primary care networks (PCNs)** which join up primary and community services across local neighbourhoods.
- **To simplify, modernise and join up health and care** (including through technology and by joining up primary and secondary care where appropriate).
- **To understand and identify** – using population health management techniques and other intelligence – people and families at risk of being left behind and to organise proactive support for them; and
- **To coordinate the local contribution to health, social and economic development** to prevent future risks to ill-health within different population groups.



Merton Health and Care Together Committee



Vanessa Ford Place Convenor
*Chief Executive Officer
South West London and St George's*



Mark Creelman
*Executive Locality Lead Merton
South West London ICS*

Simon Shimmens
*Chief Executive, Merton
Connected*



John Morgan
*Interim Director of Community
and Housing, London Borough
of Merton*

Jimmy Dawodo
*Director of Operations
CLCH*



Jane McSherry
*Director of Children Schools
and Families
London Borough of Merton*



Dr Dagmar Zeuner
*Director of Public Health,
London Borough of Merton*

GP representative
*Primary Care Provider
Representative*



Dr Laura Jarvie
*Primary Care Provider
Representative*



Anne Brierley
*Chief Operating Officer
St George's*

Dr Sayanthan Ganesaratnum
*Primary Care Provider
Representative*



Dave Curtis
CEO, Merton Healthwatch

Values

- Keeping the people of Merton at the centre of all we do
- Being open to learning
- Valuing difference and diversity
- Being honest
- Being respectful
- Being curious and innovative
- Being compassionate

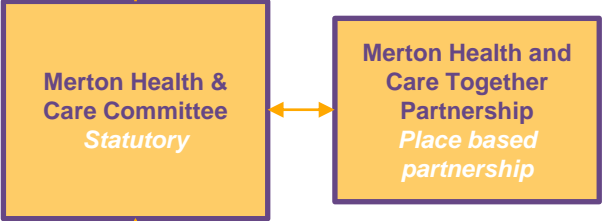
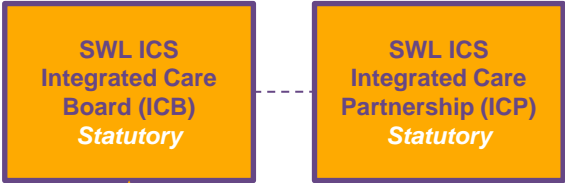
Principles

- Leaving organisational sovereignty and history at the door
- Approaching difficult conversations in a constructive way
- Continuing to build effective relationships and maximise skillsets
- Focusing on reducing inequalities and improving outcomes

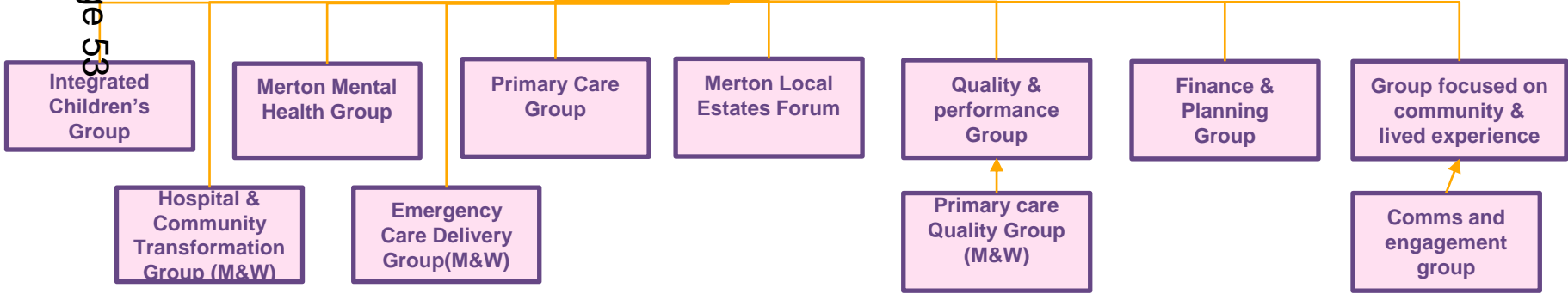
Proposed governance Merton place



Proposed Merton place-based governance system – option to streamline over time



Proposed sub-groups of MH&C Together Committee



Developing the Merton Borough Committee



PARTNERSHIP

- Forming the borough partnership board, identifying lead areas etc.
- Iterating the place reference docs, governance and sub groups
- Develop conflict of interests approach
- Confirm approach to strengthening genuine voluntary and community sector voice in the partnership
- Implement the organisational development plan



ALIGNMENT

- Agree focused joint agenda (LHCP?)
- Align member org strategies and plans
- Map and understand resources and investment areas in readiness for alignment
- Identify opportunities for joint/integrated posts e.g. CYP?
- Align with HWB Strategy and plans



INTEGRATION

- Strengthen the BCF process, exploit opportunities and align with strategies
- Community services strategic piece - collectively working together to explore new alternatives in prep for contract expiry March '23
- Intermediate care opportunities



WORKFORCE

- Clarity emerging on the level of resource required for place, perhaps gaps and or needs are clear
- thoughts on the amendments required



TRANSFORMATION

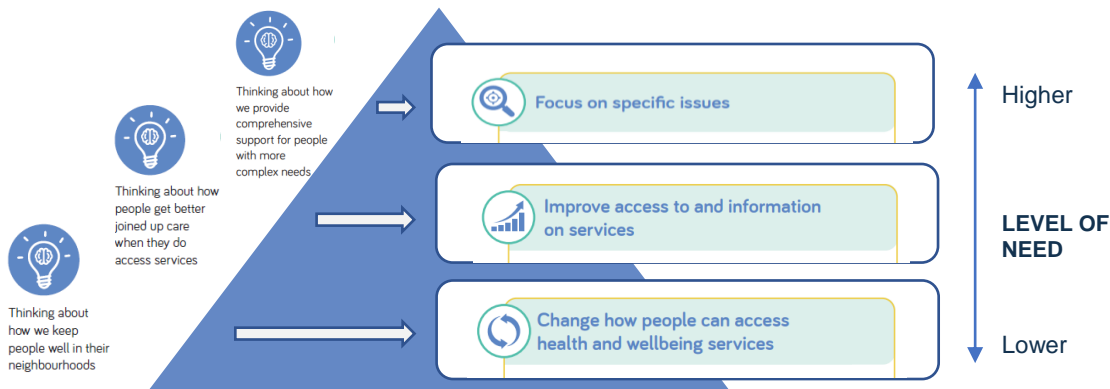
- Strategically steer the re-launch of MHCT programme and new programme team
- Collaboratively monitor delivery of services
- Develop PHM approach at place

Merton Health & Care Plan

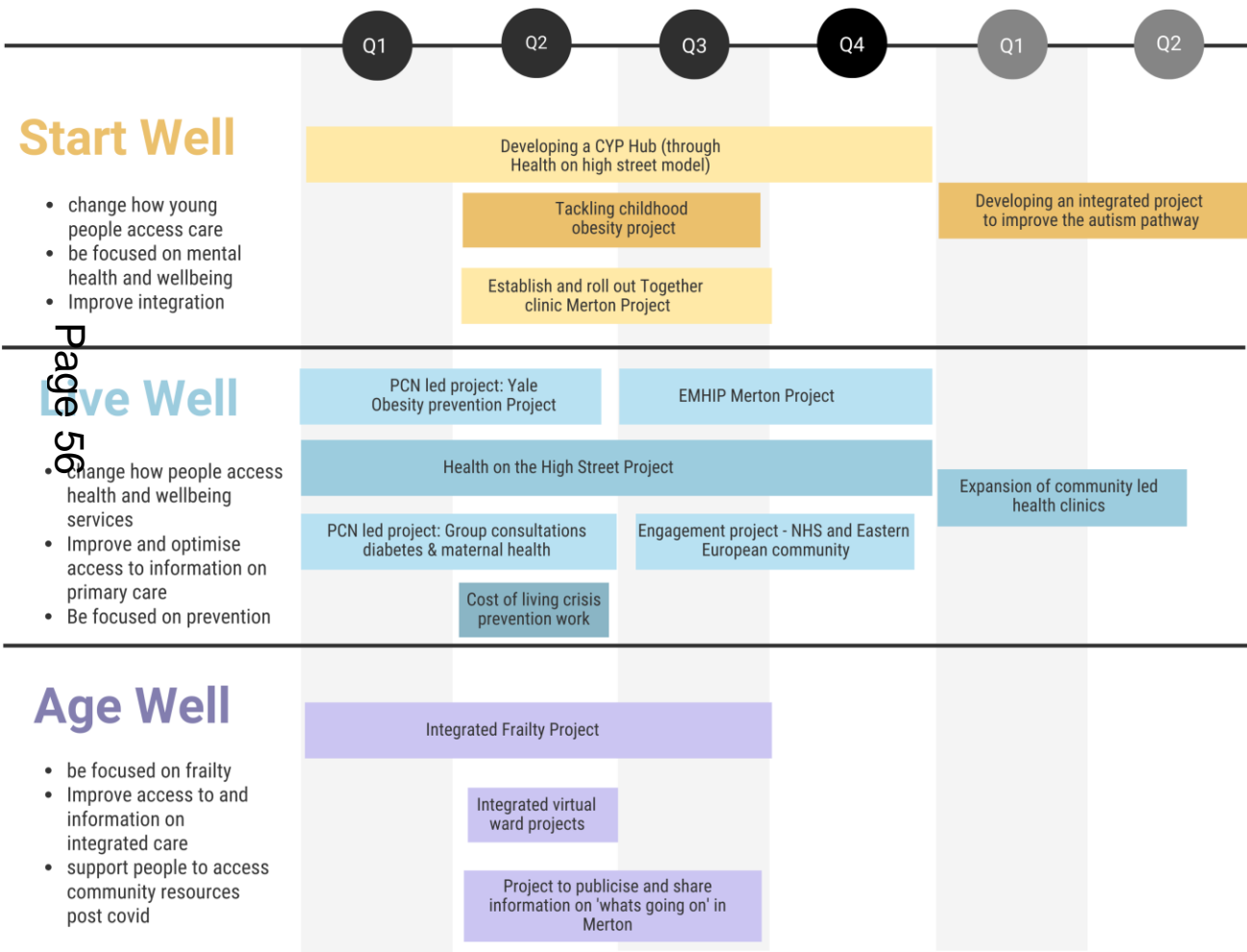
After talking to our community in Merton we have collectively refreshed our vision to:

“Working together to reduce inequalities and provide truly joined up health and care services with and for all people in Merton, so they start, live and age well in a healthy place”

- Across all our work we aim to:
 - Reduce health inequalities and embed equity.
 - Use a population health management approach to drive change.
 - Focus on sustainability and making Merton a healthy place.
 - Engage with service users, patients and communities so all work is developed with and by people in Merton.
- Based on all our feedback we will think about different approaches for different levels of need:



Merton Health & Care Together Delivery Plan



Desired outcomes:

1. Reduction in health inequalities
2. Improved health outcomes
3. Greater access and support for Merton residents particularly early intervention and prevention initiatives
4. Early identification, improvement in treatment of and prevention of the complications of diabetes and cardiovascular disease
5. Improved health and wellbeing for Merton residents through enhanced access to community and voluntary sector services
6. Greater sharing of assets and expertise across the statutory and voluntary sector

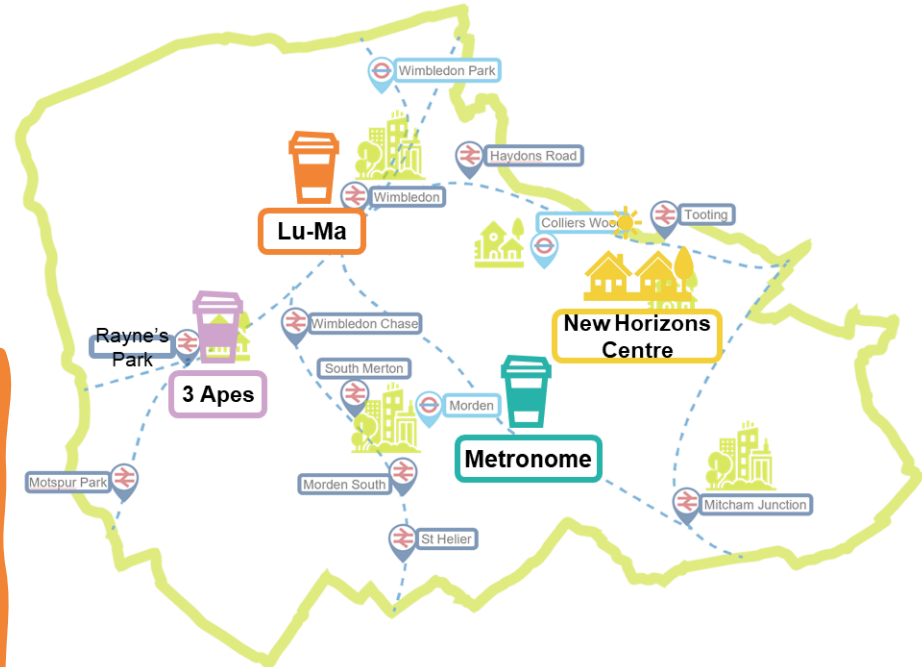
MHCT Programme Update

- Health on the High Street begins implementation in August, first initiative bringing together local cafes on the high street together with Alzheimer's Society
- Working to join up obesity work, bringing together projects within specific life course areas to gather a population wide perspective aligning with the 'Biggest Issue' survey. Reporting back to MHCT in September
- Focus on progressing the Start Well projects within the plan

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Alzheimer's Society – Dementia Drop-ins

- Regular public drop-in sessions, over several weeks
- Signpost and refer the public to other services
- Reach new people
- Improve social interaction & reduce isolation



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