



**Your community
Your care**

Developing Buckinghamshire together

Buckinghamshire Integrated Care Partnership Strategic Case for Change

March 2020



Buckinghamshire

Buckinghamshire, Oxfordshire & Berkshire West
Integrated Care System (BOB ICS)



Buckinghamshire Integrated Care Partnership (ICP)



Buckinghamshire Healthcare NHS Trust



Every year we care for:

- 600,000 members of our community
- 460,000 in our outpatient units
- 100,000 in our inpatient units

What does the future look like?

Population growth

- Population 635k by 2039
- Large amount of housing and infrastructure growth
- People >65y increasing by 60,000
- Working age increasing by 16,000
- People living longer but not all years in good health
- Social and climate impacts of these changes

Public Health, Buckinghamshire County Council

Demand

- More A&E attendances and emergency admissions, especially for people who are frail or living with more than one long term condition
- More elective admissions and day cases for age-related conditions, and ophthalmology
- Increasing demand on diagnostics, especially for early detection of major conditions such as cancer, stroke and cardiovascular disease; mental health services; maternity; and children's services

Inequalities

- Some wards in Bucks have the worst health outcomes across BOB STP for emergency admissions for certain conditions
- Poorest have 60% higher prevalence of long term conditions than richest and greater severity
- In our more deprived areas:
 - Higher prevalence of low birthweight and infant mortality
 - Lower levels of children developing well
 - Higher levels of Children in Need and Children Looked After
 - Higher prevalence of long term conditions & multimorbidity
 - Lower uptake of screening
 - Higher emergency admissions for all causes
 - Higher premature mortality

Public Health, Buckinghamshire County Council

Financial Position

£60m
system*
underlying,
recurrent
deficit

- 30 financial drivers defined
- Senior team reviewed
- Performed analysis and benchmarking
- Fed into System Recovery Plan

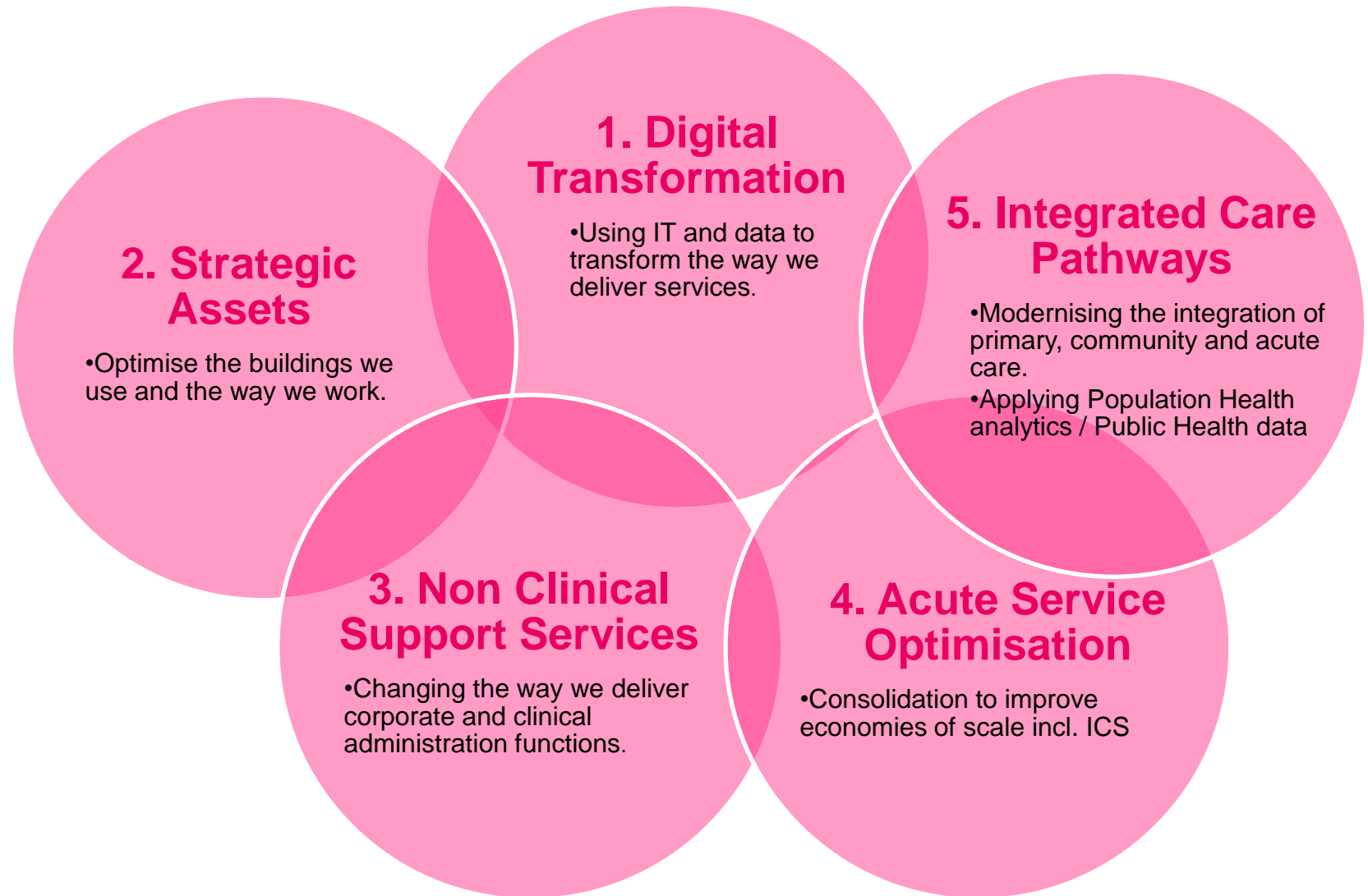
*BHT & Bucks CCG only

Theme	Low	High
Structural Outside the control of the Bucks system, e.g. geographical isolation or stakeholder service requirements		£22.7m
Strategic Within the control of the health and care system, e.g. capacity	£2.8m	£6.6m
Operational Within the control of a single organisation,	£21.8m	£44.5m
Total	£47.3m	£73.8m

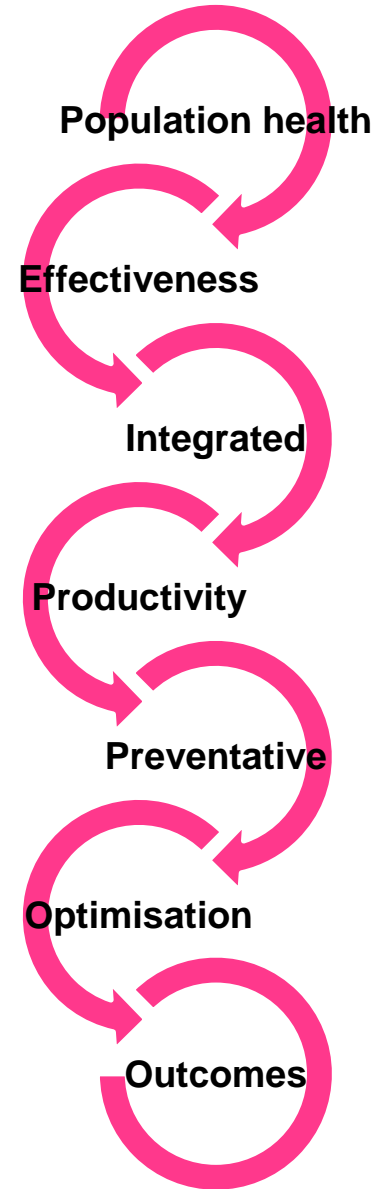
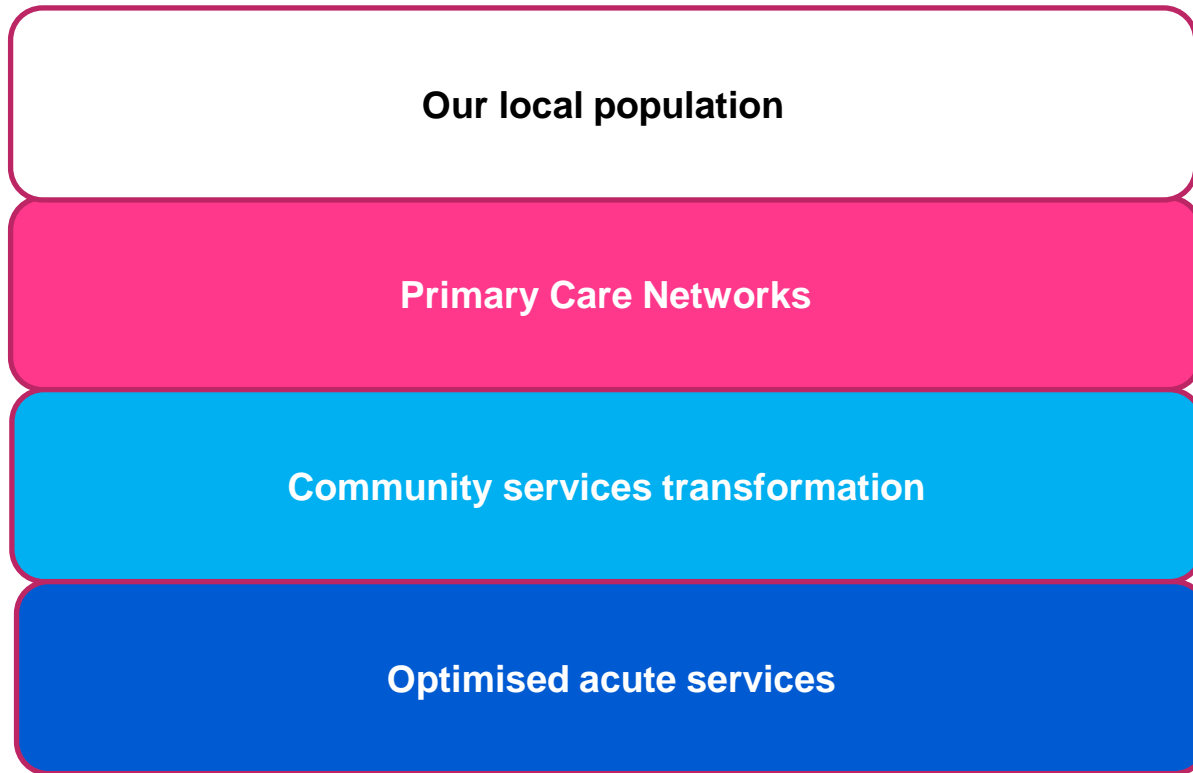
Scope

- A Buckinghamshire 2025 case for change outlining our vision, strategic direction and transformation to include areas we can progress now and those we will need to transform over a 5 year period.
- The Strategic Case for Change will be led by the CCG and BHT include all Bucks system partners as vital members in the development and delivery
- The Strategic Priorities will be used as framework for developing options and outline business cases for change
 - Integrated Care Pathways
 - Acute Services Optimisation
 - Non-Clinical Support Services
 - Digital Transformation
 - Strategic Assets
 - Workforce
- The strategic case for change will outline the major transformational changes that the system will need to consider for stakeholder engagement from Q1 2020.

Approach... Five Strategic Priorities

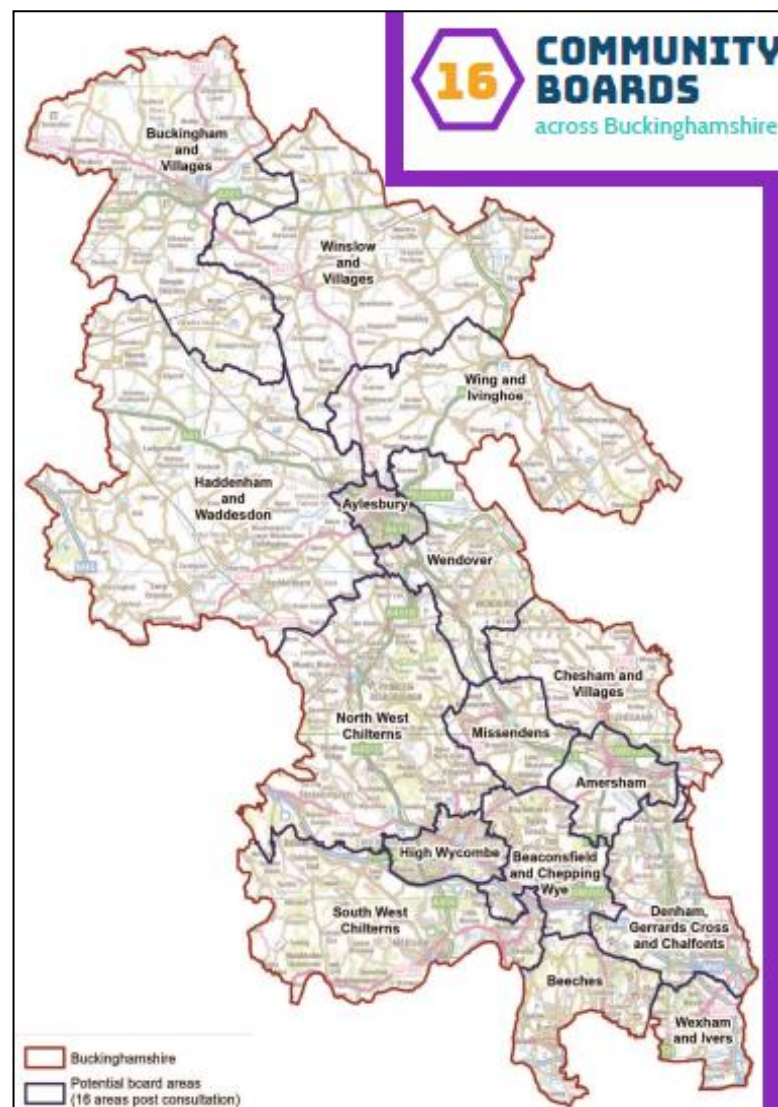


Integrated care pathways



Vision for community

- Continued development of integrated 'home first' model to do everything practicable to ensure residents return to or remain in their preferred place of residence
- Formal integration of services with Bucks County Council, including discharge, linking with Community Boards and Primary Care Networks
- Rapid response community model – national pilot site from 2020
 - Community response time of two hours (alternative to A&E)
 - 48-hour rehabilitation support – to enable more rapid discharge after a hospital stay
- Use population health data to anticipate and provide support for patients earlier in care pathway
- Single support offer to care homes



The Buckinghamshire Integrated Care Partnership will develop a model of acute services that ensures:

- High quality, safe and compassionate care every time for every patient
- Delivery of the aspirations of the NHS Long Term Plan
- Our people can work in an environment where they have the skills and values to deliver excellent care
- Best use of resources and is financial sustainable

Our vision for 2025 and beyond

What new models of care can we implement to deliver the best outcomes at sustainable costs with a satisfied workforce.

Redesign Urgent
and Emergency
Care

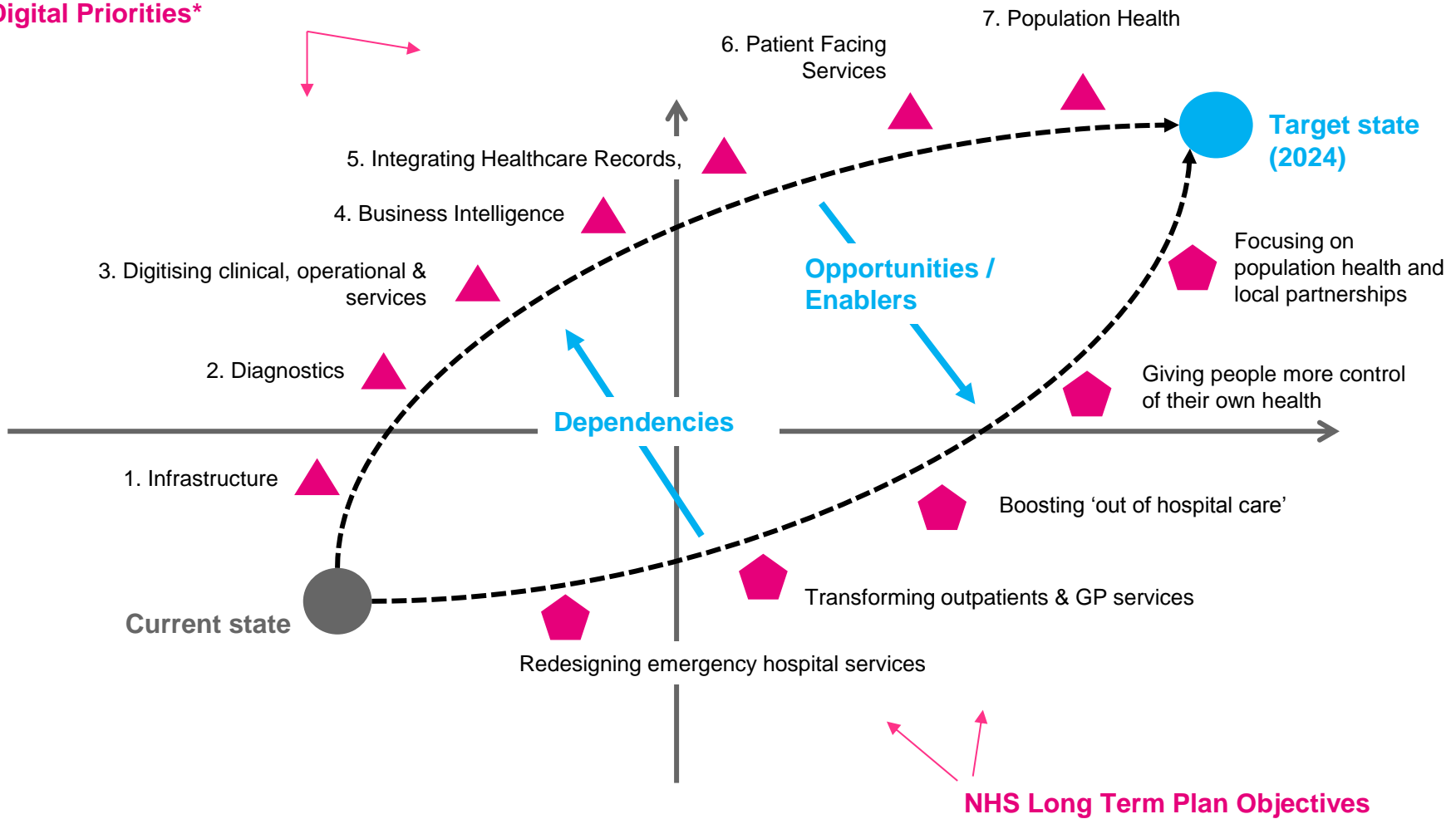
Consolidate
Rehabilitation
Services

Partner in
Diagnostics
Services

Transform
Outpatients

A Digital Future

Digital Priorities*



*Artificial Intelligence and machine learning relevant to each priority

One Buckinghamshire

With funding we will deliver ...

2 UK firsts

Single integrated voice and data network across ICP

Single digital front door – one point of access for all public and voluntary services

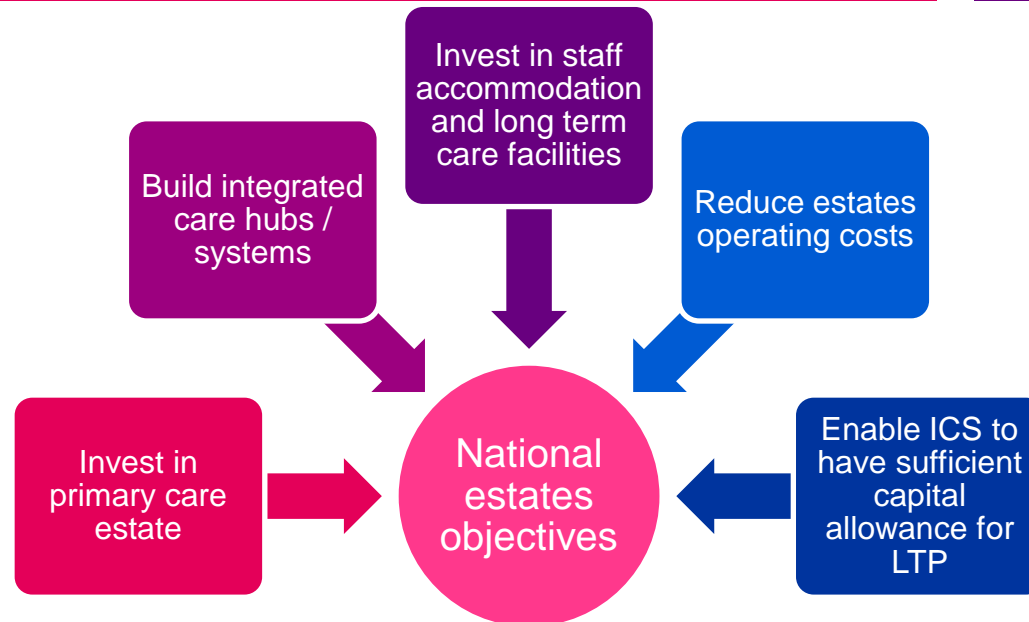
A mobile workforce accessing information from any location, enabling operational efficiency and improving the patient experience

Estates strategy

Aims:

- Meet national estates objectives
- Good quality safe environments
- Estates and workforce operating as efficiently and ergonomically as possible
- Clinical buildings are in most appropriate locations to meet clinical need
- Opportunities for key worker housing
- Release capital for reinvestment
- Agile working

Bucks ICP needs 15x the level of capital spending to deal with the long term impact of under investment in estates and digital



1. Progress: Our Current Workforce



HEALTH AND SOCIAL CARE STAFF IN

Buckinghamshire Healthcare

5,354 FTE 19/20 health staff in provider Trusts

Source – ESR as at Oct 19

4,140 of these patient-facing,
1,214 non-patient facing

7,900 FTE 18/19 adult social care staff

Source: Adult SC analysis by SE STP, HEE National Data Library

218.2 children's services

Source: Dept for Ed, Children & family social workforce in England Sep 2018

(N.B. Experimental Statistics)

1,163 FTE Sep 2019

15.1 FTE pharmacists

Source: NWRs

360 vacancies are **nursing** posts

NB – Based on variance between Establishment and Staff in post.

Source – HEE Strategic Plan (eWorkforce) Nov 19 (Bucks HC only)

32% Turnover in social care, with

37% Turnover in direct care

Source: SfC Workforce Intelligence LA Comparison

Roles (Bucks HC only)

12% of the trust based health workforce is medical

32% of the non-medical trust based health staff are registered nurses

8% of the non-medical trust based staff health staff are AHP's

6% of the non-medical health staff are scientific, therapeutic and technical (including healthcare scientists)

Nearly **72%** of the social care workforce is employed in roles providing direct care.

Age profile

61% of practice nurses and **36%** of all non-medical staff

Specific supply shortages

(**to be updated/confirmed by Bucks HC**)

GP's – particularly out of hours

Band 5 nurses – acute, mental health, learning disability community, practice

Occupational Therapists, Diagnostic Radiographers Band AHPs in general

Medical Physicists

Infection Sciences

Endoscopists

Workforce

Health & Social Care Academy

Mission: to be the de facto provider of training, education and career development for all health and social care workforce in Buckinghamshire

Started July 2019

Support recruitment and retention in the health and social care sector and give Bucks a unique selling point for workforce destination

Faculties:

Nursing

Allied Health Professionals

Primary care

Population health & prevention

Social care

Medical

Leadership and management

Research, development and innovation

Engagement

- The Buckinghamshire Integrated Care Partnership will engage in a conversation about the future of healthcare in the county with patients and communities in quarter one 2020/21. This is based on principles of engagement in service change agreed through the Buckinghamshire Health and Wellbeing Board. This will:
 - Share the health and population opportunities and challenges over the next five years linked to the NHS Long Term Plan
 - Seek contributions on how we can improve the health and wellbeing of our communities by redesigning community and hospital services
 - Explore how we are moving to a digital environment, using our buildings and developing our workforce to improve care
- This will be the start of a process to transform care in Buckinghamshire so that any changes are subject to appropriate patient and resident involvement and engagement.