

Berkshire West Accountable Care System

An Introduction to the Berkshire West Accountable Care System

Background & Context

- Delivery of the BOB STP will ensure that NHS organisations operating within the region can best deliver the 'Triple Aim' of the NHS 5 Year Forward View (5YFV):
 - Improved health and wellbeing
 - Transformed quality of care delivery
 - Sustainable finances
- Whilst BOB development continues, Berkshire West are seeking to implement a local Accountable Care Systems (ACS) and have been identified by NHSE/I as an exemplar area
- The Berkshire West ACS will be an 'evolved' version of an STP that is working as a locally integrated health system and will comprise the following organisations:
 - 4x Berkshire West CCGs
 - Royal Berkshire Hospital Foundation Trust
 - Berkshire Healthcare Foundation Trust
 - 3x Local Authorities in Berkshire West
 - GP Alliances
- The ambition of all parties also includes the addition of social care with local authorities as full members at a mutually agreeable pace. Wokingham Borough Council are joining the ACS Programme in April 2017.
- We envisage an end state whereby commissioners and providers operate under a single capitated budget (often referred to as a 'System Control Total') based on collaboration and built on a combination of both formal (statutory) governance and agreements such as the Berkshire West ACS Memorandum of Understanding.

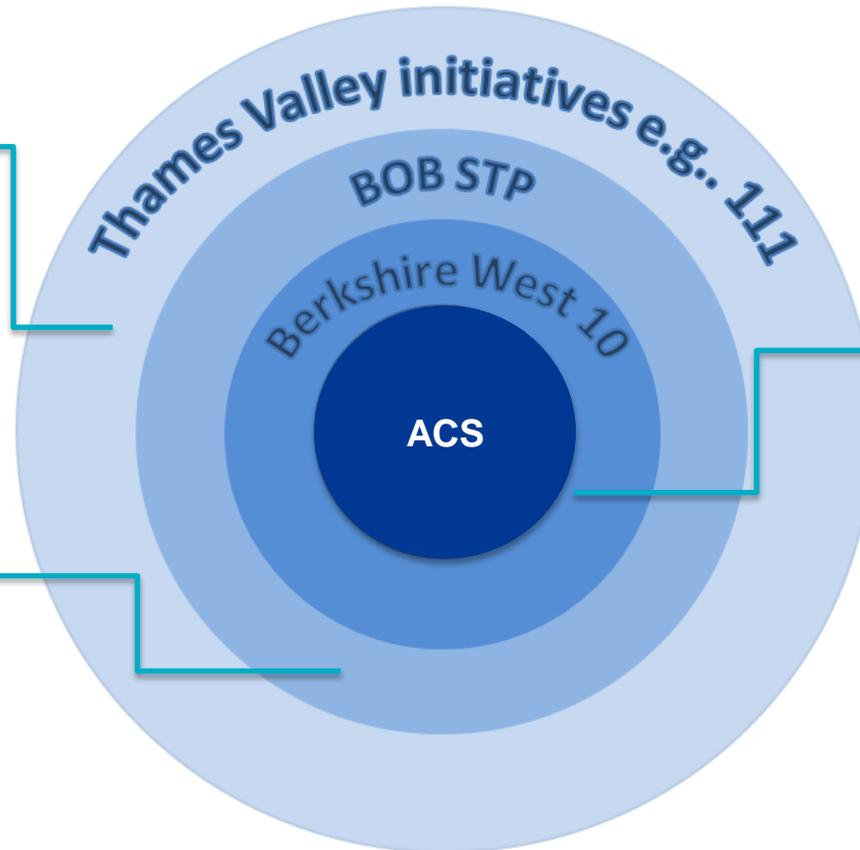
What is an Accountable Care System?

- ACSs will be an 'evolved' version of an STP that is working as a locally integrated health system.
- They are systems in which NHS organisations (both commissioners and providers), often in partnership with local authorities, choose to take on clear collective responsibility for resources and population health.
- They provide joined up, better coordinated care. In return they get far more control and freedom over the total operations of the health system in their area; and work closely with local government and other partners to keep people healthier for longer, and out of hospital.

The ACS programmes fit with other initiatives in our region

We will continue our work with partner organisations to plan for and deliver services effectively at larger scales

Our individual ACS members are an engaged and active part of the Buckinghamshire, Oxfordshire and Berkshire West STP



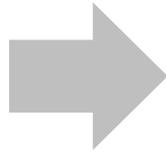
The ACS compliments the well established health and social care integration programmes which oversees joint investments and improved system working

ACS objectives and what will be achieved

Objectives

Success will look like....

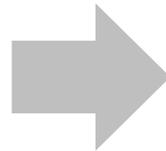
Develop a preventative model of working



Promotion of primary and preventative care through reduction of more costly care

Patients seen in most appropriate settings of care – not necessarily in hospital

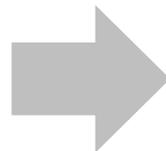
Improve patient experiences and outcomes



Optimised patient pathways across all areas e.g: planned care, mental health, maternity, LTC, frail elderly, EoL, urgent and emergency care

Streamlined pathways that provide: integrated care across all health and social care providers; a positive experience for patients; a cost reduction for the system

Deliver financial stability for the system



New finance and payment mechanisms put in place between the parties to optimise allocation of resources

Resource is allocated to support delivery of optimised care pathways, incentivise their achievement and share risk

The ACS will deliver better financial value for the NHS

To unlock this value and bring our whole system into financial balance we will:

- Embed new ways of delivering our services which reward treating patients in the right place, at the right time and at the lowest cost e.g. through the Berkshire West Outpatients Transformation Programme
- Cover the challenge of lower real-terms allocations and deliver the efficiencies needed to run a balanced local health economy by taking shared investment and planning decisions
- Ensure each organisation has a stake in the system financial position rather than each constituent standing alone. For 17/18, The Berkshire West ACS has requested a “**System Control Total**” from NHS England to assist with this aim which will cover its whole ACS
- Better position the NHS for wider ‘pooling’ opportunities with Local Authorities, particularly as we continue to explore the opportunities arising from BCF ‘Graduation’

ACS partners have established 'High Value Opportunity' projects for immediate delivery

A number of improvement schemes which could deliver the highest clinical and financial benefits have been prioritised.

The 17/18 clinical priorities agreed by the ACS Partners are as follows:

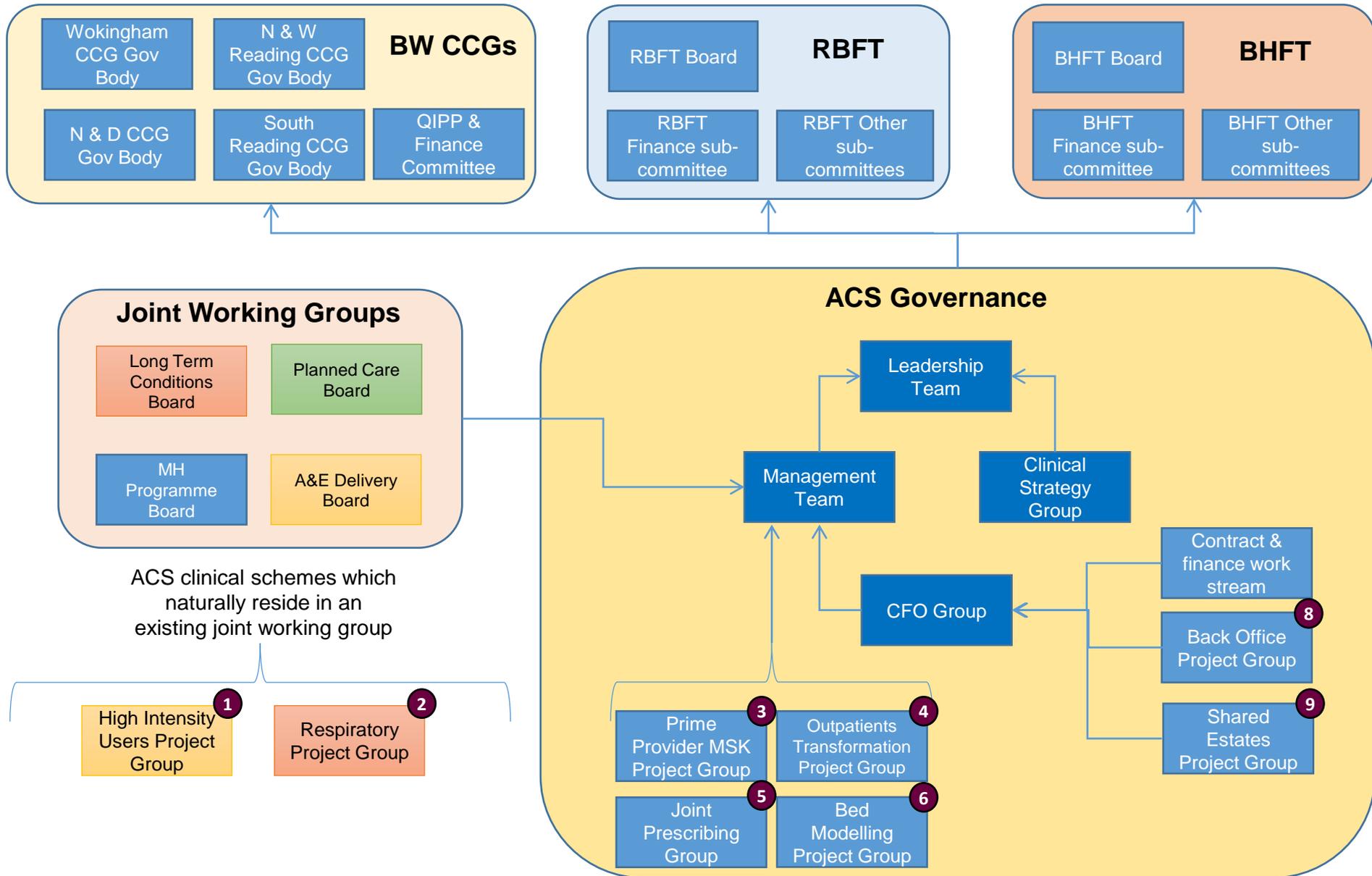
- High Intensity Users
- Integrated Community Respiratory service
- Exploring an 'MSK Prime Provider' model
- Transformation of Outpatients
- Joint prescribing opportunities and best value medicines management for both products and processes

In parallel, the ACS will also oversee the delivery of improved system working opportunities:

- System wide bed modelling and redesign
- Consolidation of Back Office / Support Services
- Estates Optimisation: One Public Estate via Berkshire Property Partnership

Further, additional in-year opportunities are being explored such as the opportunities around ED front door screening

Berkshire West has established a joint governance structure which will facilitate the delivery of our priority projects



The Berkshire West ACS is nationally recognised and supported by the Five Year Forward View Delivery Plan

- NHS England are developing contracts which support the establishment of 'New Models of Care'
- These new contractual forms provide opportunities for local systems which are able to work more closely together – both ACS programmes will be well placed to take advantage of this
- If these are advantageous to each ACS then local discussions will take place in order to accelerate the deployment of these
- These contracts seek to bolster the role of the out-of-hospital sector, supported by operational clusters of integrated community and social care – “The Healthcare Framework”
- The Five Year Forward View Delivery Plan which was published in March 2017 references Berkshire West as an exemplar ACS which will receive national support and expertise during implementation