



**Buckinghamshire, Oxfordshire
and Berkshire West**
Integrated Care Board

All Age Continuing Care – Transformation Plan

Summary

The Local Government Association (LGA) Peer Review highlighted some areas for improvement within the All Age Continuing Care (AACC) delivery across the ICS.

This illustrated the need for better joint working relationships; not just for the ICB AACC team to address but more broadly across the ICS to deliver effectively for our population.

The ICB commissioned external consultancy to review how AACC could be improved within the ICB recognising that transformation in All Age Continuing Care (AACC) is an ongoing process.

The ICB set up a Transformation Board of which all LAs were members

A set of recommendations were developed and approved by the ICB and supported by the members of the Transformation Board

It should also be noted that the two CHC teams covering Oxfordshire and Buckinghamshire and hosted by Oxford Health Foundation Trust have moved back into the ICB's management

Transformation Team AACC Recommendations



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Recommendation	Status
<ul style="list-style-type: none"> To agree that operational delivery of the service supports the core functions and processes 	
<ul style="list-style-type: none"> To agree that the number of operational delivery teams is reduced to two, with Berkshire West merging with Buckinghamshire and Oxfordshire remaining as at present under one operational management structure where assessments and case management are undertaken by locally based teams and all other functions are managed at scale across the ICB. 	
<ul style="list-style-type: none"> To agree a governance structure that is clear and unambiguous and which supports the vertical/horizontal integrated structure being proposed. 	
<ul style="list-style-type: none"> To agree that the future of the AACC service is based upon vertically integrated structure with a clear line of visibility from top to bottom so that the end to end process of AACC can be managed holistically rather than at place 	
<ul style="list-style-type: none"> To agree an AACC Functions structure that will form the basis for a staffing structure that can deliver AACC business efficiently and effectively with a focus on the individual. 	

Transformation Team AACC Recommendations



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Recommendation	Status
<ul style="list-style-type: none">To agree an AACC Functions structure that will form the basis for a staffing structure that can deliver AACC business efficiently and effectively with a focus on the individual.	
<ul style="list-style-type: none">To agree a 18month to 2 year transformational change in the AACC service and proceed with implementation	
<ul style="list-style-type: none">To agree to proceed with implementation immediately and with a sense of urgency so that momentum is maintained and staff/stakeholders can begin to understand how and where they will fit into the new system.	

Impact of Transformation



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<ul style="list-style-type: none">• To meet the requirements of the National Framework and associated legislation	Ensure there is equity in eligibility across the ICB
<ul style="list-style-type: none">• To take advantage of 'at scale' opportunities	Commissioning of complex and specialist care
<ul style="list-style-type: none">• To improve the patient experience	Improve our systems and processes
<ul style="list-style-type: none">• To ensure oversight of performance and improvement in performance	Identify areas for improvement in performance and patient experience
<ul style="list-style-type: none">• To reduce variation	Ensure there is equity in eligibility across the ICB

Benefits of Implementation of the Transformation Plan



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BOB wide @ scale

- Clear line of sight
- Defined accountabilities
- Policies and processes
- Performance management
- Commissioning and contracting
- Complex care
- Culture
- Risk management



Possibilities

- AACC business functions in one place
- Hearing one voice from patients
- Doing the right things at scale
- Centralised expertise
- Systems and data
- Consistent reporting to NHSE



Joint working

- One face to market with LAs
- Focus on local relationships
- Meaningful partnerships
- Opportunities for local dialogue
- Local brokerage
- Joint training
- Sharing expertise

- A bigger geography that would offer more opportunity to be more efficient and effective in staffing and consistency of approach
- More flexibility in managing the CHC service via staff and budgets
- An opportunity to reset relationships with the three Berkshire West local authorities to improve collaboration
- An opportunity for some of the good practice evident in Buckinghamshire to be infused into Berkshire West
- To re-imagine a different way of organising activity at place level that does not just continue with the old CCG areas as there is a danger that this may be regarded as 'business as usual' when what is required is transformational change

Next Steps

Revised governance established with all 5 LAs as members

Project manager appointed

Development of project plan with key milestones

New staffing structure has been approved and formal consultation with all
CHC staff will commence in September and will run for 30 days
Interviews for new posts will commence in November

Implementation of patient experience survey