

MANAGED CARE NETWORK FOR OLDER PEOPLE'S SERVICES

Report to North Lanarkshire Joint Future Implementation Group

21 February 2006

1. PROPOSAL

To develop a Managed Care Network model for Older People's Services as a supportive framework to assist evolving operational structures in undertaking strategic redesign and integration of services for older people across Lanarkshire.

2. CONTEXT

2.1 As NHS Lanarkshire moves towards a modern and integrated health system, underpinned by the values set out in 'A Picture of Health', corporate structures need to ensure a systematic approach to commissioning, planning, prioritising and delivering redesigned services while maintaining a high degree of connectivity across individual change programmes.

2.2 Success in delivering complex transformational change requires a careful balance between corporate strategic planning and local operational delivery. Change programmes must be well supported by clinical leadership at all levels and by effective engagement with clinicians and managers across acute division and Community Health Partnerships. Successful change also requires constructive partnerships with patients, carers and partner organisations and a commitment to an outcomes focused approach.

2.3 Managed Clinical Networks (MCNs) are now established as an effective model to link staff across organisational boundaries in order to redesign services around the patient journey and deliver equitable access to high quality care which delivers the best possible outcomes. The core principles of MCNs were outlined in MEL 99(10). In fact the relevance of MCNs transcends the clinical context as their core principles are entirely consistent with the five fundamental principles of public service reform as outlined recently by the Minister for Health and Community Care:

- Personalised / user focus
- Quality and Innovation
- Efficiency / Productivity
- Joining up
- Accountability

2.4 The proposed MCN will build on the considerable progress in joint planning and joint working achieved by the established Health and Care Partnerships in both North and South Lanarkshire. This proposal will support the existing organisational structures in delivering the recommended actions from the North Lanarkshire PATH event held on 1st Sep 2005 as well as the proposals developed throughout 2005 by the NHSL Older People's Care project board.

2.5 The Joint Improvement Team (JIT) has offered to work with Lanarkshire partnerships to explore the potential for applying an MCN model to Older People's Services to illustrate the potential for collaborative partnerships around a care group. It is proposed that this work will be one of JIT's key themes for their 2006/07 programme.

3. AIMS

- To develop a framework to support integrated single system working for older people's services across acute and community settings
- To provide a cohesive health infrastructure for older people to support North Lanarkshire and South Lanarkshire Health and Care partnership groups progress the integration of health and social care across existing organisational structures
- To deliver a Lanarkshire wide joint strategy, action plan and underpinning financial framework for services for older people, in line with the emerging national strategy for older people and with current Joint Future policy, and aligned with the corporate objectives of partner organisations
- To enrich user and carer experience, improve quality and deliver better outcomes through developing staff roles, skills and competencies
- To support NHS Lanarkshire and its partners in meeting the relevant Local Delivery Plan and Local Improvement Targets

4. 'DELIVERING for HEALTH' REFERENCES

Shifting the Balance of Care : Appendix 1 lists, for NHS boards and for CHP services, specific objectives which reflect 'Better Outcomes for Older People' actions, JPIAF 10 indicators and partnership Local Improvement Targets.

1. NHS Boards Local Action Plan 2006
Development of an action plan for the care of older people to ensure:
 - *Greater integration of health and social care provision*
 - *Fit for purpose technology used to support and monitor care of older people at home*
 - *Enhanced community based rehabilitation*
3. NHS Boards - Outcomes
 - *Offering integrated and responsive specialist care*
 - *Managing vulnerable cases by anticipating their needs*
 - *Reducing emergency inpatient bed days for people 65+ by 10% by 2008.*

6. NEXT STEPS

The proposal requires further dialogue to consider:

- Remit, structures, relationships and accountability arrangements for the MCN in the context of existing organisational structures across Lanarkshire partners.

- Desired outputs and outcomes
- Evaluation : OD, quality, outcome and impact assessments

Such dialogue would be facilitated through a development event for partner agencies, with independent facilitation provided through JIT, providing an opportunity to build on existing good practice across the organisations.

It is proposed that the outputs of that event would be used to develop a Programme Plan setting out deliverables, timescales and agreed lead officers for specific projects and workstreams, working collaboratively with North Lanarkshire and South Lanarkshire Health and Care Partnerships and NHSL Modernisation Board to deliver:

- Communication Plan
- Needs Assessment and joint strategy delivery
- Joint action plan and financial framework
- Care Standards and Quality Assurance framework
- Learning needs assessment and Competency Framework
- Education and training plan
- Targeted redesign
- Prioritised service developments

7. The North Lanarkshire JFIG is asked to

1. Consider the MCN proposal's fit with the policy context and objectives outlined in 'Delivering for Health', 'Better Outcomes for Older People' and 'A Picture of Health'.
2. Support the approach in principle and in the context of delivering whole system change.
3. Provide guidance around further engagement with North Lanarkshire stakeholders and partner agencies.