

<b>Committees:</b>	<b>Dated:</b>
Community and Children's Services – For Information Health and Wellbeing Board – For Information	06/11/2020 20/11/2020
<b>Subject:</b>  Integrated Care in the City of London – Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b>  Andrew Carter, Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b>  Ellie Ward, Interim Head of Strategy and Performance, Community and Children's Services	

### Summary

This report updates Members on some of the recent developments in integrated care (health and social care) locally and some of the wider changes in governance and planning structures for these services.

### Recommendation

Members are asked to:

- Note the report.

### Main Report

#### Background

1. Around 75% of City of London residents are registered with the Neaman Practice – part of City and Hackney Clinical Commissioning Group (CCG) – and a further

16% of residents, in the east side of the City of London, are registered with GPs that are part of Tower Hamlets CCG. City of London adult social care services are provided to all City of London residents (where appropriate), regardless of where they are registered with a GP.

2. In recent years there has been a major policy drive towards integrated care – delivering health and social care services in a joined-up way to provide seamless services to local populations.
3. The City of London Corporation has been working closely with health services for some time, but there was a more formal focus on integrated care when the Corporation entered into integrated commissioning arrangements with City and Hackney CCG in 2017, to commission together across health, public health and social care. The London Borough of Hackney entered into the same, but separate, arrangements and there was also a move towards more integrated care, with a different model, in Tower Hamlets.
4. Since then, there have been a number of developments and changes in terms of integrated care and in governance structures around this, both locally and nationally.

## **Current Position**

### **Integrated Care Locally**

5. The City and Hackney model for integrated care is built around the neighbourhood model, which brings together health, care and voluntary sector services to provide care closer to home, at the right time, which better suits the unique needs of local communities.
6. The objectives of the neighbourhood model include:
  - preventing ill health
  - effectively managing long-term conditions
  - reducing unnecessary hospital admissions
  - supporting people to understand and have control over their own health and wellbeing.
7. There are eight ‘neighbourhoods’ across City and Hackney which incorporate GP registered populations of between 30,000 and 50,000. The Neaman Practice and our local services fall within the Shoreditch Park and City Neighbourhood.
8. There are a number of past and present developments within the neighbourhood model that are beneficial to City of London residents. These include:
  - City of London Corporation social workers being part of neighbourhood multi-disciplinary meetings, working with partners across health, care and the

voluntary sector. This means that there is shared ownership and wider input from practitioners on more complex case discussions, and a more holistic approach to addressing a range of social and health issues. A specific pathway is also being developed, at the instigation of the City Corporation, to support rough sleepers into the neighbourhood multi-disciplinary team

- a pilot to be implemented to trial a new blended model for community mental health services with mental health, primary care and voluntary sector services providing better joined-up services to support people locally with mental health conditions
- work to bring together community navigation work, (which supports residents in a joined-up way and connects them with their local communities) and to improve pathways into this support within the neighbourhoods. This builds on some of the community navigation we already have in the City of London
- empowerment and involvement of Members and local residents to help shape and develop the neighbourhoods. This is through a range of mechanisms including neighbourhood conversations and neighbourhood networks. A programme of further engagement is planned, to focus specifically on the City perspective in relation to neighbourhoods and networks (see below for details of networks).

### **Integrated Care in Tower Hamlets**

9. Integrated care in Tower Hamlets is built around a network model – each containing a number of GP practices. The two main practices that City of London residents attend are in two different networks, but this is currently managed by one network manager, which provides a good opportunity to have an overall view of the links with the City of London.
10. The key areas for the City of London Corporation in relation to the Tower Hamlets model are clear and effective pathways to Corporation social care services, and an understanding of, and links with, the voluntary sector offer for City of London residents.
11. A meeting is to be held with Tower Hamlets colleagues shortly, and a verbal update on further plans will be given at the Committee meeting.

### *GP Surgeries*

12. In Summer 2021, a new GP surgery is due to open at Goodman's Fields. It will have two practices – the Whitechapel Health Centre and East One Health.
13. The Whitechapel Health Centre has a number of patients who are City of London residents – mainly at the Portsoken branch practice at the Green Box. Just over 100 City of London residents are registered at the branch practice, which offers limited sessions each week. Once the Goodman's Fields Surgery opens, the branch practice would cease to exist, and these registered patients would receive their primary care services through the Goodman's Fields Surgery.
14. During the COVID-19 pandemic, sessions have not been provided at the branch practice. Going forward, and for the near future, the default for GP services

nationally will be virtual/online with face-to-face appointments only when needed. Discussions have taken place between Portsoken Members and Tower Hamlets CCG about the Portsoken branch surgery in the interim period before Goodman's Field Surgery opens.

## **Changes in the Health Landscape and Infrastructure**

### *Delivery of health and care services*

15. The COVID-19 pandemic created an unprecedented change in health services, with a rapid repurposing of services, staffing and capacity.
16. The wider NHS response to COVID-19 has been developed in phases, including recent plans to restore ongoing services across primary, elective and dental care. There may be a reconfiguration of some of these services in the short to medium term to support the restoration of services.
17. Many appointments, particularly in primary care, will continue to be virtual by default (telephone or video call) for the immediate future, although face-to-face appointments are available when necessary and delivered in a COVID-secure manner.
18. The pandemic prompted further integrated work between health and social services in areas such as hospital discharge, and expedited some of the work on the neighbourhood model.

### *Planning, commissioning and governance around integrated care*

19. In 2016, Sustainability and Transformation Partnerships (STPs) were established nationally, bringing together local NHS organisations and councils to plan and deliver improvements in health and care, and more co-ordinated services. The City of London Corporation, along with City and Hackney CCG and Tower Hamlets CCG are part of the North East London STP, known as the East London Health and Care Partnership. There are currently seven CCGs and eight local authorities in the partnership.
20. The NHS Long Term Plan (2019) set out the aim that every part of England will be covered by an integrated care system by 2021, replacing STPs but building on their good work to date. It also stated that, typically, there should be a single CCG for each integrated care system area. As a result, the North East London STP will become the local integrated care system and each CCG has been working with its members to vote on whether to form a new combined single CCG.
21. The integrated care system means a move from a traditional commissioner/provider split towards a system focused on supporting frontline practitioners to deliver improved health and care outcomes for the local population.

22. Locally, across City and Hackney, there will be a move from an Integrated Commissioning Board to an Integrated Care Partnership Board with a number of subgroups. The board will be responsible for system oversight and assurance.
23. A City and Hackney Neighbourhood Health and Care Services Board will be responsible for service planning, delivery and improvement. This includes the work of a number of existing workstreams (planned care, unplanned care and children, young people, maternity and families), major programmes and COVID-19 recovery programmes.

## **Implications**

### *Strategic*

24. Integrated care and the neighbourhood and network models meet a wide range of our Departmental Business Plan priorities:
- Safe – People of all ages and all backgrounds live in safe communities, our homes are safe and well maintained and our estates are protected from harm
  - Potential – People of all ages are prepared to flourish in a rapidly changing world through exceptional education, cultural and creative learning and skills which link to the world of work
  - Independence, involvement and choice – People of all ages can live independently, play a role in their communities and exercise choice over their services
  - Health and wellbeing – People of all ages enjoy good mental and physical health and wellbeing
  - Community – People of all ages and all backgrounds feel part of, engaged with and able to shape their community.
25. These strongly reflect the Corporate Plan outcomes under ‘contributing to a flourishing economy’:
- People are safe and feel safe
  - People enjoy good health and wellbeing
  - People have equal opportunities to enrich their lives and reach their full potential
  - Communities are cohesive and have the facilities they need.

## **Conclusion**

26. The City of London Corporation has worked in an integrated way with health services for some time, but the policy drive and imperative for integrated care has increased in recent years.
27. The wider context that health and social care sits within is changing with the creation of integrated care systems across wider areas such as North East London. Local governance and planning structures for integrated care are also changing in response to this changing context.

28. The City of London Corporation is a key partner in the neighbourhood model of integrated care with City and Hackney CCG and this is also being established within the model in Tower Hamlets. There are opportunities for residents and Members to help shape the models and the service delivery within them.

### **Appendices**

- None

### **Background Papers**

- The future of health and care for the people of north east London – available on the East London Health & Care Partnership website: <https://www.eastlondonhcp.nhs.uk/ourplans/the-future-of-health-and-care-for-the-people-of-north-east-london.htm>

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