

Coastal Care Programme

Inspiring healthier communities together

Local Community Networks (LCNs) Update

January 2018

This briefing is intended to provide the context and background to Local Community Networks (LCNs) in Coastal West Sussex. This can be read in conjunction with the slide deck, which provides more information on the individual LCNs and their progress.

The vision and the context to Coastal Care

In October 2016, health and care partners across Coastal West Sussex agreed a shared plan: ***Coastal Care: 'Inspiring Healthier Communities Together'***. This sets out a new and bold ambition for the future of the NHS, to work differently and transform services around people and our local communities.

A detailed Delivery Plan was agreed in Oct 2017, and brings together the partners (health providers, commissioners and councils, including WSCC as an 'aligned' partner) to focus on four key programme areas:

- Prevention
- Frail and Ageing Population
- Urgent Care
- Local Community Networks (which is the place-based delivery model for this programme).

The ambition for *Coastal Care* is about working in better ways for people, moving services from a fragmented, illness-focused and complex system, to one which organises itself around communities. This will be shaped around 'doing the right thing' to provide the best services for, and with, local people, at a time when resources are scarce.

The *Coastal Care* programme has founding principles which include:

- Developing a shared purpose for the system
- Producing and working to one plan
- Moving from a reactive to a proactive system that prevents ill-health and promotes physical, mental and social well-being
- Working across the whole population to support and enable the self-management of care.

Financial pressures in the system require new ways of working and new types of leadership and relationships, with people working very differently. This programme will need to be local enough to be trusted and open enough to allow for meaningful connections to develop between those organising care, support and communities as a whole.

The role of WSCC, the District and Borough Councils and the Voluntary Sector are critical to shaping and sharing the strategic focus and priorities, as well as aligning their workforces and other resources. Focusing on how we work and what we do together will provide the best possible chance to improve local population health and wellbeing. Councils are pivotal to this in terms of their role around social care, IPEH, Public Health, education etc. along with delivering, supporting and enabling many of those functions that support and improve the social determinants of health – prevention, housing and homelessness, financial inclusion, finding work, etc.

The Local Community Networks will be the delivery model for this new way of working and will bring health, council and voluntary sector providers together in ways not seen before, working to an agenda around their 'place' in very 'bottom up' ways.

Local Community Networks (LCNs)

LCNs are the building blocks for the Coastal Care model. They provide the local delivery mechanism for place and are where relationships and change needs to be fostered, focusing on:

- Building on and developing genuine partnerships between health, councils, the voluntary sector and local communities
- Breaking down professional and organisational silos to create effective, motivated and diverse workforces in places
- Shifting the pattern of care and services to be more preventative, proactive and local.

An LCN is best described as a network of health, council, voluntary sector providers and patients, working together to create more effective joined-up services and community support to improve the health and wellbeing for their whole local population.

LCNs are working to reverse the expectation of people, their families and carers fitting in with available services, to one where services develop to meet their needs; making the healthcare economy easier for patients to navigate and avoiding the unnecessary (and costly) use of certain parts of the system.

There are eight LCNs formed across Coastal West Sussex, with populations ranging from 36,000 to 97,000 and therefore at a level local enough for meaningful relationships to be formed.

They are accountable to the partners in Coastal Care and governance arrangements are being developed, which will also connect their work to the West Sussex Health and Wellbeing Board and the West Sussex HASC. How this connects to District and Borough democratic boards will need to also be considered.

Progress to date

All eight Local Community Networks are beginning to form in each area, with each working at different paces. Some have formally agreed their Partnership Boards and their governance arrangements, whilst others are in the process of doing this. Membership typically includes the following core service providers:

- Primary Care
- District/Borough Councils
- West Sussex County Council (WSSC)
- Western Sussex Hospital NHS Foundation Trust (WSHFT)
- Sussex Partnership NHS Foundation Trust (SPFT)
- Sussex Community NHS Foundation Trust (SCFT)
- Patient representatives
- Voluntary sector
- Schools (in some LCNs)

These early meetings have been about relationship building between partners and considering local need and priorities and we should not underemphasise the great steps that have been made at a time when Coastal Care is still developing.

All LCNs are focused on older people, with additional varying priorities around social isolation, befriending, and working with care homes to reduce hospital admissions. The most critical focus for LCNs is the formation of new integrated Multi-Disciplinary Teams (MDTs), which will involve Primary Care and SCFT (the provider of nursing) and other critical partners as they evolve; including Councils and the Voluntary Sector. MDTs will build upon (but be different to) the current Proactive Care model, but will be shaped collaboratively in LCNs to ensure that achieve better outcomes and quality for the right people.

Work is also developing on 'prevention' as a critical arm of this programme, which is to be organised around a life-course approach to prevention ('start well, live well and age well'), which is being shaped around a strengths-based approach. Central to the forthcoming Wellbeing and Resilience work led by the West Sussex Health and Wellbeing Board are systemic interventions around young people and community based approaches to mental health, social prescribing (i.e. connecting patients to community and social support), Dementia Friendly Communities, etc.

Each LCN has different local priorities and the (attached) LCN Narrative provides an overview (please note this is a moving picture).

This programme has been designed to enable LCNs to develop at different paces, depending on their readiness to engage and utilise differently their capacity and resources. WSCC have been involved in the LCNs through Public Health, IPEH (where appropriate) and Communities. We are discussing how best to engage Social Care to ensure the best use of these valuable resources.

LCN engagement plan

Each LCN has been involving their various patient representative groups (PPG), aligned to GP practices. Further work is needed to shape this to ensure consistency and support for those LCNs with less developed PPGs. However we recognise that effective patient and public engagement is fundamental and further work is being planned to help develop this effectively.

The momentum for LCN development is born out of the passion of the local healthcare economy to challenge ourselves to work differently. Councils and the voluntary sector have been engaged in the development of the priorities and are getting involved in individual LCNs. This is already demonstrating positive results with providers connecting and obtaining a better understanding (although much more is needed) about the breadth of work throughout the sector: from that which it is commissioned to deliver (social support for older people, mental health etc) to the plethora of other resources, volunteers and community groups.

Involvement of WSCC

WSCC has agreed four key areas to align with the Coastal Care work: Falls, Hospital Discharge, Reablement, and Young People and Mental Health. Work is now progressing on all of these four areas and regular meetings are being held with the relevant teams to help shape this.

In addition to this, Public Health, Communities and IPEH have been engaged in either the strategic shaping of the work (including Prevention, Care Planning, and Dementia) or the local development of the LCNs.

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