

# Update report on Greater Nottingham Accountable Care System Development

## Purpose of the Report

1. To update the Board on progress to date.

## Information and Advice

### *Introduction*

2. As a delivery unit of the Nottingham and Nottinghamshire System Sustainability and Transformation Partnership (STP), the Greater Nottingham Transformation Partnership has confirmed that the local gaps in health and wellbeing, quality and affordability of care require a truly transformational response.
3. The transformation strategy centres on the establishment of an Accountable Care System (ACS) to resolve organisational complexity, implement a sustainable financial model, orientate the delivery system towards population health, invent new governance for the common good and achieve radically new models of cross organisational care.
4. This paper serves as a progress report to the Health and Wellbeing Board.

### *Integrating Commissioning*

5. One of the key components of an ACS is a form of integrated commissioning. This does not mean a single commissioning organisation, although that could be considered as an option, but a co-ordinated and coherent approach to commissioning across health and care organisations.
6. As Board members may be aware, there has recently been a process to appoint a single Accountable Officer for the four Clinical Commissioning Groups (CCGs) in the Greater Nottingham area, which include NHS Nottingham North and East CCG, NHS Nottingham West CCG, NHS Nottingham City CCG and NHS Rushcliffe CCG (South Nottinghamshire). At the beginning of September, Sam Walters was confirmed as the Accountable Officer for the four Greater Nottingham CCGs. Transition arrangements for Sam to take on this role are currently being confirmed.
7. Discussions about how health and social care commissioning can be better integrated are also planned for the near future.

### *Integrating Provision*

8. The development of an ACS is an opportunity to improve outcomes for local people by having a more joined up health and social care system to improve the health of local people and make the best use of available resources.



9. To assist with the transformation of the health and care system, the Government created 50 Vanguard sites across England. One of the vanguards is in Rushcliffe and as part of developing the model in the south of the county expertise was provided from international companies: Centene Corporation from the United States and Ribera Salud from Spain.
10. A piece of work was then completed looking at how transformation could be achieved and led to a proposal that was agreed by NHS England on how an ACS could be developed and national funding was awarded by NHS England to local NHS partners. This involves an extra £3.4m in this financial year for this purpose and has not been taken from local health and care budgets.
11. In order to consider how this might work, a number of conversations have taken place with other parts of the country which are bringing health and care service providers together in different ways. Discussions have taken place with areas such as Sunderland, Somerset and Taunton, Wolverhampton, South Warwickshire, Chesterfield, Northumbria and Cornwall. Across these areas there are a number of different models of integration provision being considered, ranging from full integration of primary, community and acute care, to any combination of the above.
12. Further work is due to take place between providers to consider what Greater Nottingham could learn from these models and how we can develop a more advanced model of integrated provision here.

### ***Integrating the System***

#### ***Interim Support and Advice***

13. A contract has recently been awarded to Capita and Centene UK, to provide interim support and advice to Greater Nottingham in the development of the Accountable Care System. A robust communications plan is in place across all partner organisations in Greater Nottingham to respond to these queries and ensure that there is clarity on the position.
14. To develop a more joined up system of health and social care will take time and expertise. That's why the NHS has used some of the national funding to procure Centene through a competitive process to buy in the support we need. Centene are now established in the UK and work directly with health and care. They have a track record of transforming health care systems internationally both in the USA and through partnerships in Europe.
15. Centene are providing expertise in bringing organisations together to better meet the needs of the population and the factors that enable this including best clinical practise, information, cost data and organisational redesign. Centene are not a provider of health and social care and accountability will remain with the local organisations. The funding for the contract has been made available following the confirmation of the Nottingham and Nottinghamshire STP (with an initial focus on Greater Nottingham) as a national ACS Accelerator site. The funding was provided by NHS England nationally and has not been taken from any budget for local services.



16. The contract is supporting and advising colleagues across the health and care system in order to co-design and produce the components that we know need to exist in any future ACS, as well as providing co-ordination and support to local colleagues as these are implemented. More details on the specific areas that are within scope of the contract can be made available on request.

### ***Future Work***

17. As well as designing and implementing the necessary components of an ACS through the current phase of work, it is also vital that we consider what we may need in the future in order to manage these components on an ongoing basis.

18. Early work on a potential next phase of ACS development has begun, in the form of the development of a business case to consider the options for partner organisations in managing these ACS components going forwards. Legal and procurement support has been secured in order to advise the system on a number of possible options to manage the ACS components in the future system. Terms of Reference for a Steering Group to oversee this next phase of work are also currently being drawn up.

19. The development of an ACS in Greater Nottingham is moving at pace. There is a significant amount of work to be undertaken in order to deliver this and each partner organisation is currently taking stock of the role that they are playing in this. Regular update reports will be provided to the Board and key decisions will be subject to approval by the constituent organisations.

**For any enquiries about this report please contact:**

**David Pearson**

**Corporate Director, Adult Social Care, Health and Public Protection,  
Nottinghamshire County Council**