



My life  
a full life<sup>®</sup>



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# *My Life, A Full Life* Briefing Pack

**18<sup>th</sup> and 19<sup>th</sup> May 2015**

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# AGENDA AND SESSION OVERVIEW

Day One – 18 <sup>th</sup> May	Overview	Time	Venue
Welcome and preparation	Visiting team prepare for the day	09.00 – 10.00	Mallard Room
Morning Session	Introductions, outline of site visit, presentations and round-table discussion. Collective understanding of the vision, care model, operational model, progress to date, challenges and outcomes for people and workforce.	10.00 – 13.00	Kingfisher Suite
<i>Lunch</i>		<i>13.00 – 13.30</i>	<i>Oyster Room</i>
Afternoon Session	Subject matter, detailed group discussions held concurrently: I. Measurement and evaluation (via webex) II. Workforce, culture change and leadership III. Infrastructure, estates and organisational forms IV. Contracting & commissioning models (incl. finance and procurement) V. IT interoperability VI. Engaging primary care, secondary care, communities and the public	13.30 – 15.00	Oyster Room Kingfisher Suite Heron Suite (Webex)
Wrap-up	Concluding day 1 and introduction to day 2	15.15 – 15.30	Kingfisher Suite
Team Debriefs		15.30 – 16.15	Mallard Room (NCM Team) Kingfisher Suite (MyLife Team)



# AGENDA AND SESSION OVERVIEW

Day Two – 19 <sup>th</sup> May	Overview	Time	Venue
Exhibition		09.00 – 09.50	Oyster Room
Overview	How the day will run	09.50 – 10.00	Oyster Room
Stakeholder Event	Introduction to <i>My Life, A Full Life</i> , vision, progress, purpose of session Introductions – individual tables MyLife game – individual tables Feedback Engagement (how we continue to work together) – individual tables Feedback Concluding comments	10.00 – 12.30	Kingfisher Suite
<i>Lunch</i>		<i>12.30 – 13.00</i>	<i>Oyster Room</i>
Afternoon Preparation	Visiting NCM Team preparation time for the afternoon session	13.00 – 13.30	Mallard Room
Afternoon Session	Objectives for the afternoon Reflections and feedback Laying the foundations for the compact Wrap up and next steps	13.30 – 15.00 (with break)	Kingfisher Suite
Team Debrief	NCM Team debrief	15.00 – 15.30	Mallard Room
Visit Reflections and Feedback	NCM visiting Chair and Vanguard Lead	15.30 – 16.00	Oyster Room

# Our Leadership Team



# THE LEADERSHIP TEAM

**Dr John Rivers**

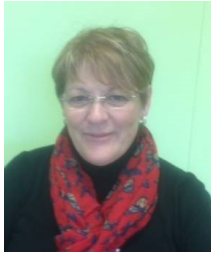


**Chair, My Life, A Full Life  
Programme Board & CCG Executive  
Chair and Clinical Lead**

I am a partner at Shanklin Medical Centre and have been a GP on the Island since 1987. I have been involved in many areas of health service development including diabetes services and GP out of hours services.

Elected as a CCG Clinical Executive in 2010, I have been Chair of the organisation since 2011. I am also Joint Chair of the Health and Wellbeing Board and Chair the *My Life, A Full Life* Board.

**Suzanne Wixey**



**Programme Director, My Life, A  
Full Life**

I am the Programme Director for *My Life, A Full Life*. The role involves working across the Isle of Wight Clinical Commissioning Group, Isle of Wight Council and Isle of Wight NHS Trust in partnership with the voluntary sector and private sectors to ensure the *My Life, A Full Life* Vision is implemented and delivered for Island residents.

I am passionate about improving the care and support for Island residents, their families and carers and delivering this support in a co-ordinated way.

**Karen Baker**



**Chief Executive, IoW NHS Trust**

I joined the Isle of Wight NHS Trust in 2010 as Chief Operating Officer before becoming Chief Executive in 2012.

The Isle of Wight NHS Trust is the only integrated provider for acute, community, mental health and ambulance health care in England and provides a full range of health services to an isolated offshore population of 140,000.

**Helen Shields**



**Chief Officer, IoW CCG**

I have worked in the NHS on the Island for 30 years. My background is finance and for nine years I was Director of Finance for the Isle of Wight Health Authority and then the Primary Care Trust.

In 2006, I took the role of Director of Commissioning for the Primary Care Trust and led the successful World Class Commissioning initiative on the Island. I was the Executive Director working to develop the Clinical Commissioning Group on the Island and became Accountable Officer in April 2013.

# THE LEADERSHIP TEAM

**Gill Kennett**



**Workstream Lead, Integrated Localities, My Life, A Full Life & Programme Board**

I lead the development of Integrated Locality Teams within the *My Life, A Full Life* team. The role involves the development of multi-speciality teams working in three localities on the Island in close partnership with Primary Care and the voluntary sector.

I have worked closely with community teams in my previous role and am really focussed on the strength of community development and locality working in improving the well-being of Island residents.

**Loretta Outhwaite**



**Chief Finance Officer, IoW CCG**

I am a Chartered Management Accountant, with over 25 years' experience in health and social care. Prior to joining the Isle of Wight PCT as Deputy Director of Finance in 2010, I spent three years working for the States of Jersey, within the Health & Social Care and Treasury/ Corporate departments.

As CFO, my responsibilities include finance, performance, contracting, information management & technology and estates. I am working with system partners to secure joint financial, estate & IM&T strategies.

**Dr Mark Pugh**



**My Life, A Full Life Programme Board & Executive Medical Director, IoW NHS Trust**

I am the Executive Medical Director with lead responsibility for the Trust for the *My Life, A Full Life* programme and Consultant Rheumatologist.

I have been a member of the *My Life, A Full Life* Board since its inception and most recently have been supporting the 3 locality GPs in their work to develop professional cross boundary working for the benefit of local communities.

# THE LEADERSHIP TEAM

**David Burbage**



**Managing Director, IoW Council**

I have worked for the Isle of Wight Council for the last seven years, firstly as Strategic Director of Resources and then as Managing Director since March 2013. I have played a leading role in developing the strategic partnership for Children's Services with Hampshire County Council and other organisational change within the council.

I am an active member of the health and social care leadership group and a strong advocate of partnership and the integration of health and social care.

**Jo Dare**



**My Life, A Full Life Programme Board & Chief Officer, Age UK IoW**

I am the CEO of Age UK Isle of Wight, a VCS organisation which delivers 24 projects and services to support older people (their families and carers) to live well and independently, for as long as they choose.

I am a fully engaged participant in the development of *My Life, A Full Life* and am excited that the VCS has been encouraged to be part of the Vanguard process to challenge ourselves to introduce new ways of working, including utilising community assets, to improve lives through new models of care.

**Cllr. Stephen Stubbings**



**My Life, A Full Life Programme Board & Portfolio Holder for Adult Social Care, IWC**

I am the deputy leader of the Isle of Wight Council and portfolio holder for Adult Social Care and Community Wellbeing.

Recognising the importance of change and the significant potential benefits to the people we serve, I have been actively promoting the integration agenda since taking on the role in May 2014.

**Dr Michele Legg**



**GP, Tower House Surgery & Director, One Wight Health**

I have been a GP on the Island for 10 years and a doctor for 20 years. I am based at Tower House surgery leading in business, finance, QOF, diabetes osteoporosis, CCG and locality working, as well as training junior doctors.

I have been CCG clinical lead for Dementia and Frail Elderly for over four years and chair various related steering groups. In this role, I have had the privilege of being involved in many projects involving *My Life A Full Life*.

# THE LEADERSHIP TEAM

**Dr Sam Smith**



**GP Partner, Sandown Health Centre  
& Director, One Wight Health**

I have lived on the Island for 6 years now, working the majority of the time in St Mary's hospital, gaining experience in a variety of different departments.

Since starting as a GP, I have now joined the board of One Wight Health as a Director. I was intrigued with the opportunity to work collaboratively in primary care. The Vanguard has presented the possibility to extend the scope of this to a greater vision and I am excited to be part of this.

**Dorothy Moir**



**Trustee, AgeUK IoW & Chair,  
Management Group of 'Ageing  
Better'**

I am a former Secondary Head Teacher and a Director and Trustee of BELMAS, a Trustee of AgeUK IW and Chair the Management Group of the BIG Lottery funded 'Ageing Better' Project.

As an inpatient, outpatient and patient with GPs, I feel I have a broad perspective of patient services and sufficient insight to contribute to a consideration of how the service interface with patients can be improved.

**Rida Elkheir**



**My Life, A Full Life Programme  
Board & Director, Public Health  
IoW Council**

I am the IoW Director of Public Health, leading collaboratively with LA, CCG, Providers, Voluntary sector and Community, on the prevention and early intervention agenda.

Public Health has been strongly championing wider integration, person/family centred and empowered approaches, using innovative, holistic, community asset-based (ABCD) approaches.

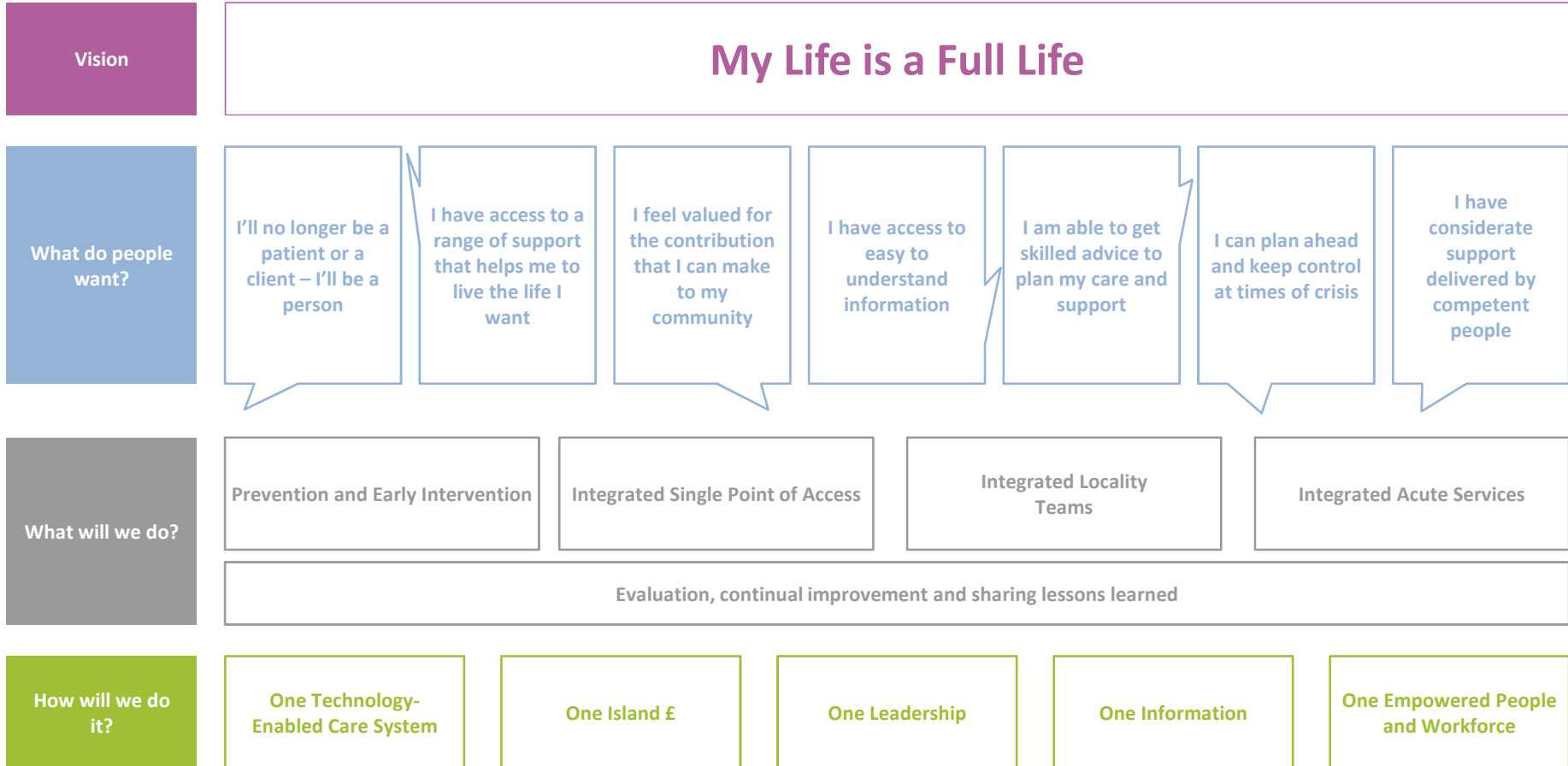


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# My Life, A Full Life



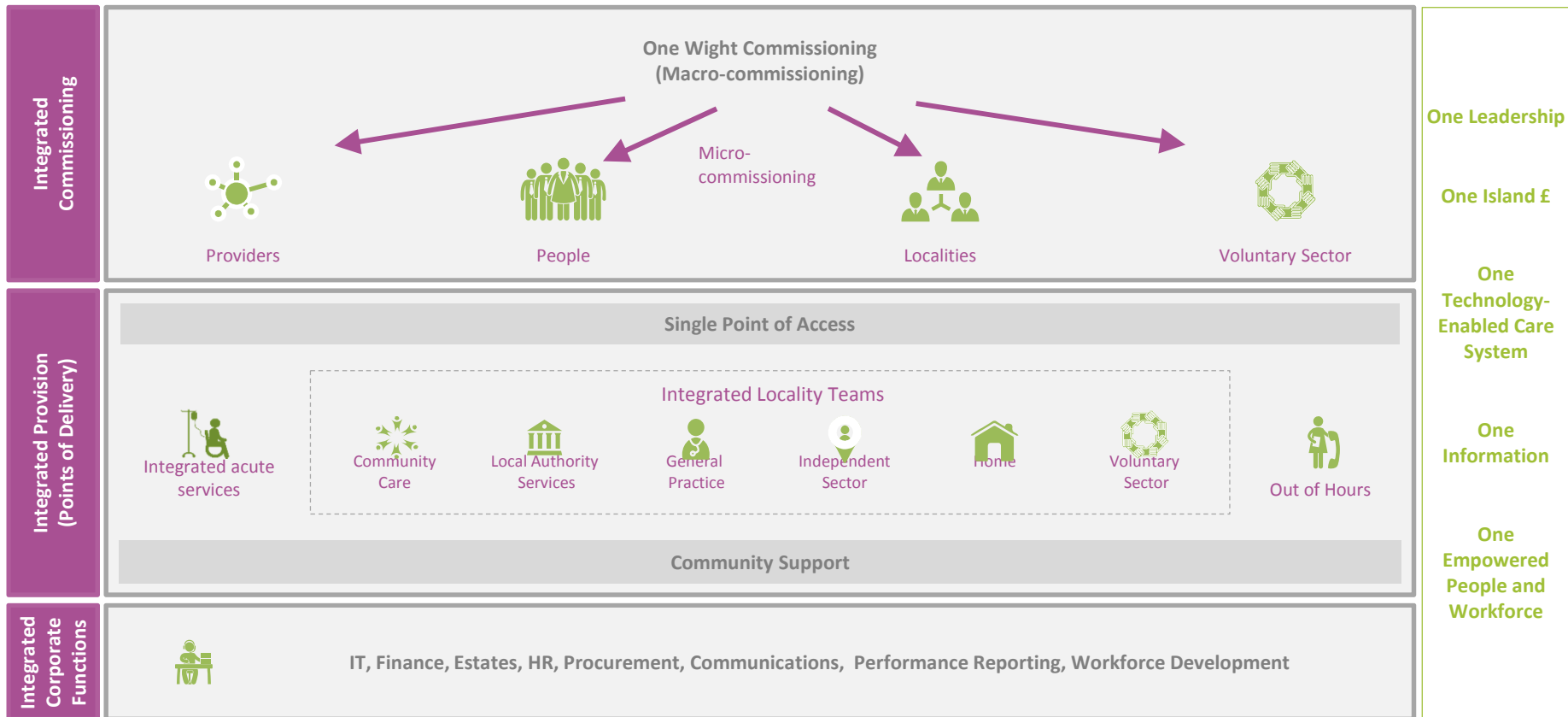
# OUR VISION AND AMBITION



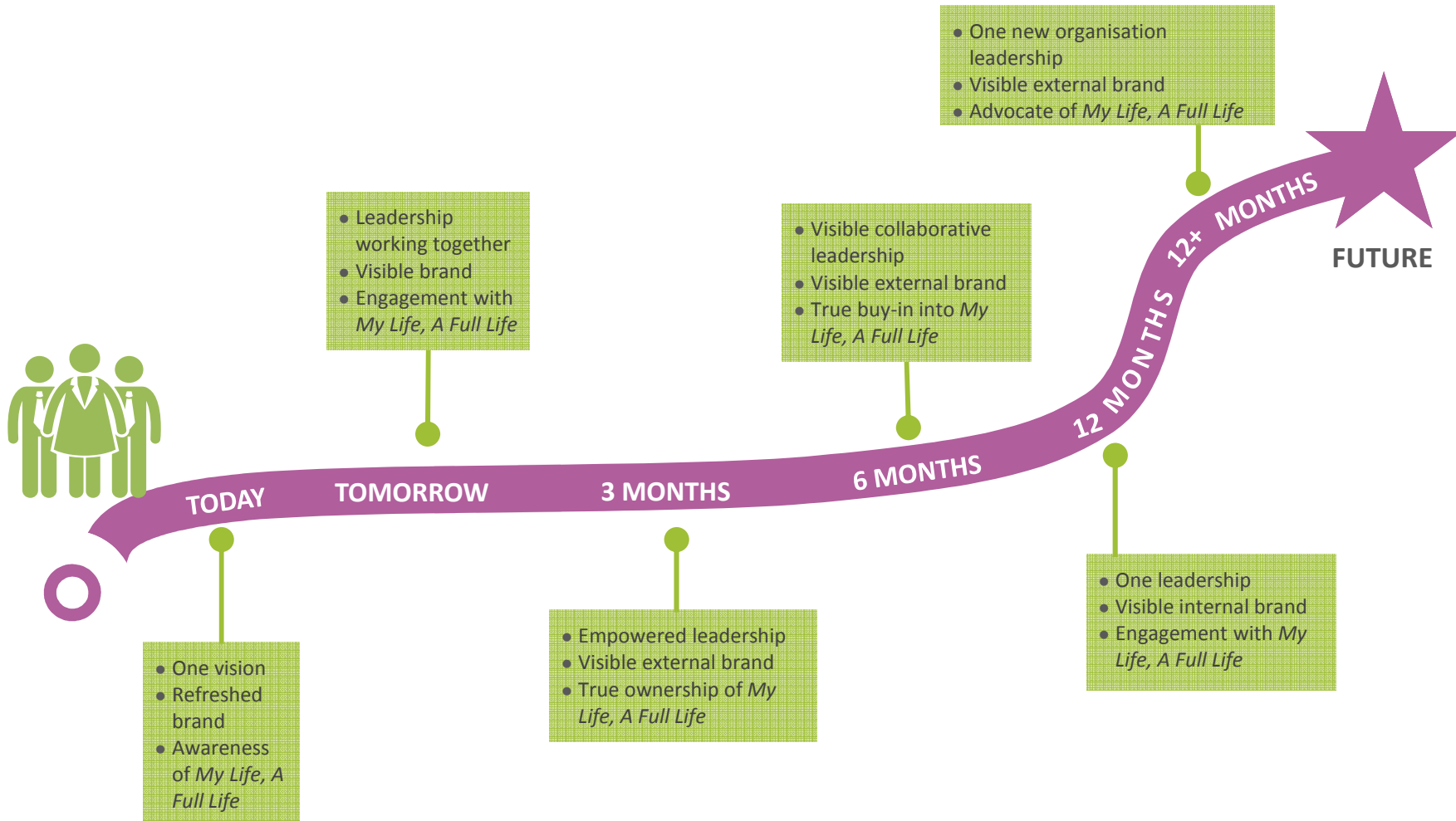


# HOW WILL WE ORGANISE OURSELVES

Our operational model has three key components – Integrated Commissioning, which consolidates all the commissioning function across the system; integrated provision accessed through a single point of access and providing support in the community; and integrated corporate functions that support commissioning and provision.



# ACHIEVING OUR VISION – HOW IT WILL FEEL








# ACHIEVING OUR VISION – ORGANISATIONAL CHANGES

	Today	Tomorrow	3 months	6 months	12 months	12+ months
Integrated Commissioning	<ul style="list-style-type: none"> <li>Established a joint commissioning board</li> <li>Some lead and joint commissioning</li> <li>Commitment to be integrated</li> <li>BCF Pooled Budget</li> </ul>	<ul style="list-style-type: none"> <li>Agreement of “entity” for commissioning</li> <li>Agree enhanced delegated decision making within JACB</li> <li>Determination of total IW place based commissioning budget</li> <li>Mapping of contracts</li> <li>Co-Commissioning</li> </ul>	<ul style="list-style-type: none"> <li>MOU established to form a single commissioning entity</li> <li>Co-location of staff</li> <li>Re-formed H&amp;WB Board</li> <li>Planning begins for spend of new place based budget</li> <li>Create first iteration of options appraisal for organisational form</li> </ul>	<ul style="list-style-type: none"> <li>Interim Integrated Commissioning Structure commences</li> <li>Agreed organisational form (post options appraisal)</li> <li>Outcome based framework for commissioning and contracting in place</li> <li>Locality Alliance agreement in place</li> </ul>	<ul style="list-style-type: none"> <li>Move to new organisational form</li> <li>One Island £</li> <li>New contractual model implemented (macro and micro commissioning)</li> </ul>	<ul style="list-style-type: none"> <li>Stabilise and consolidate</li> <li>Evaluate and improve</li> </ul>
Integrated Provision (statutory and non-statutory)	<ul style="list-style-type: none"> <li>Integrated acute provider</li> <li>Established Integrated Locality Teams</li> <li>Development of a Single Point of Access (The Hub)</li> <li>Implementation of self-care and self-help programmes</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Partnership</li> <li>Establish Provider Board</li> <li>Developing targeted strategies for improving outcomes of different population segments</li> <li>Align options for provision with commissioning approach(es) and relevant organisational forms</li> </ul>	<ul style="list-style-type: none"> <li>Organisational options</li> <li>Leads appointed</li> <li>Examples of new patient pathways that Provider Board oversees</li> <li>Agreed integrated performance framework</li> </ul>	<ul style="list-style-type: none"> <li>Agreed organisational form</li> <li>‘Centre of Excellence’ around workforce and leadership formed</li> <li>Elements of IT interoperability being delivered</li> </ul>	<ul style="list-style-type: none"> <li>Move to new organisational form</li> </ul>	<ul style="list-style-type: none"> <li>Stabilise and consolidate</li> <li>Evaluate and improve</li> </ul>
Integrated Corporate Functions	<ul style="list-style-type: none"> <li>Council beginning to establish a shared service centre</li> </ul>	<ul style="list-style-type: none"> <li>Formal partnership / Strategic Partnership</li> <li>Co-locating</li> <li>Consider organisational options</li> <li>Council beginning to establish a shared service centre</li> </ul>	<ul style="list-style-type: none"> <li>Agreed organisational form / other options</li> <li>Leads appointed</li> </ul>	<ul style="list-style-type: none"> <li>Move to new organisational form / other options</li> </ul>	<ul style="list-style-type: none"> <li>Review of new structural model for Integrated Corporate Functions</li> </ul>	<ul style="list-style-type: none"> <li>Stabilise and consolidate</li> <li>Evaluate and improve</li> </ul>

# OUR TOP 5 CHALLENGES & SUPPORT REQUIREMENTS

We're already on the way – but we can go further and faster with your help

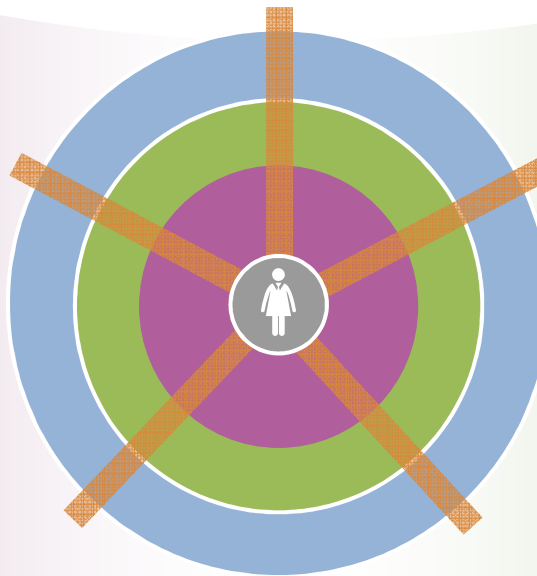
KEY AREA	ONE INFORMATION – INFRASTRUCTURE & SHARED RECORD 	PATHWAY APPROACH – PROVISION AND COMMISSIONING 	WORKFORCE 	SYSTEM LEADERSHIP DEVELOPMENT 	ORGANISATIONAL FORM 
<b>WHAT WE HAVE ACHIEVED</b>	<ul style="list-style-type: none"> <li>● ISIS</li> <li>● PARIS</li> <li>● Patient passport</li> </ul>	<ul style="list-style-type: none"> <li>● Care navigators</li> <li>● Contact Centre commenced</li> <li>● Integrated locality teams</li> <li>● GP locality leads</li> <li>● Moving to integrated commissioning</li> <li>● Established Joint Adult Commissioning Board</li> </ul>	<ul style="list-style-type: none"> <li>● Successful Workforce Summit</li> <li>● Conducted workshops with GPs and consultants</li> <li>● Primary Care skill-mix changes</li> </ul>	<ul style="list-style-type: none"> <li>● Regular Steering Group with representatives across system</li> <li>● Aligned vision</li> <li>● Leadership Development Programmes</li> <li>● Listening into Action</li> </ul>	<ul style="list-style-type: none"> <li>● Discussions around best organisational form options</li> </ul>
<b>CHALLENGES</b>	<ul style="list-style-type: none"> <li>● Single Information governance</li> <li>● Public consent</li> <li>● IT support and systems</li> <li>● Existing systems do not currently support interoperability</li> </ul>	<ul style="list-style-type: none"> <li>● Yet to establish a Provider Board</li> <li>● Provider buy-in to new contracting models</li> <li>● Outcome-based contracting</li> </ul>	<ul style="list-style-type: none"> <li>● Cultural change across workforce to galvanise system</li> <li>● Different stakeholder needs</li> <li>● Recruitment and retention</li> <li>● Senior capacity to deliver change</li> </ul>	<ul style="list-style-type: none"> <li>● Leadership team capacity</li> <li>● Leadership Programme across the system</li> <li>● Maintaining clinical engagement</li> <li>● Public engagement</li> <li>● Resource support to ensure VCS leaders can be part of system leadership development</li> </ul>	<ul style="list-style-type: none"> <li>● Understanding legal requirements and implications</li> <li>● Gaining buy-in by current organisations</li> <li>● Steff engagement</li> <li>● Managing risk</li> <li>● Building more trust around partnership</li> </ul>
<b>VANGUARD SUPPORT REQUIRED</b>	<ul style="list-style-type: none"> <li>● Upgrade of devices</li> <li>● Broadband and mobile roll out</li> <li>● App development expertise</li> <li>● IG expertise</li> <li>● Development of inter-operability</li> </ul>	<ul style="list-style-type: none"> <li>● Expertise in design of new pathways / services</li> <li>● Governance expertise (e.g., Provider Board development)</li> <li>● Expertise in outcome-based contracting and contract flexibility</li> <li>● Nationally-led review of funding allocations</li> <li>● Financial and economic modelling</li> </ul>	<ul style="list-style-type: none"> <li>● Experienced-Based Co-Design</li> <li>● Assistance with large-scale workshops/events</li> <li>● Change management expertise</li> <li>● Developing a whole-system workforce strategy</li> <li>● Promote <i>My Life, A Full Life</i> as a 'Good place to work'</li> <li>● Designing new job roles</li> <li>● Workforce development</li> </ul>	<ul style="list-style-type: none"> <li>● Programme Management Support</li> <li>● Coherent Leadership Framework</li> <li>● Support for the development of the workforce 'Centre for Excellence'</li> <li>● Redevelopment of a leadership programme</li> <li>● Communications and public engagement</li> </ul>	<ul style="list-style-type: none"> <li>● Legal expertise</li> <li>● Restructuring expertise</li> <li>● Business Case support</li> <li>● Facilitating further leadership workshops</li> </ul>
<p>While we have some capacity and expertise on the island, we do not have the ability to deploy these as quickly as we would like.</p>					
<p>Transitional costs to allow for 'step change'</p>					
<p>Expertise to challenge, sense check and guide our journey</p>					

Note: more detailed issues, barriers, and support requirements will be discussed during the workshops

# OUTCOMES OF OUR 'MY LIFE' MODEL

## Outcomes for people

- Improved health and wellbeing
- Treated as a person with individual strengths, needs and concerns
- A positive experience of care and support
- Access to a wide range of support that helps them to live their lives to the full
- Receive skilled advice to promote their wellbeing and plan their care and support
- Digitally enabled to access a wide range of information and technology
- Access to easy-to-understand information and only give and share their information once
- Feel valued for the contribution they make to their community



## Outcomes for workforce

- Pride in the work they do, the services they provide and the organisation they work for
- Feeling valued and empowered
- Right knowledge, skills and expertise that is appropriate to their role.
- Retention and attraction of high-calibre staff who are attracted to delivering the *My Life, A Full Life* care model
- Not constrained by organisation and role and working across boundaries
- Primary Care and Multi-specialist consultants able to work across both the acute and community sector ensuring seamless care and support.
- My Life A Full Life is an employer of choice
- Defined career work path

# Day Two: Graham's Journey



# Current Model

# My life a full life



# Future Model

# My life a full life

