

# New care models programme and vanguard sites



## Summary for Members February 2016

### Introduction

Seen as one of the first steps for delivering the shared vision for the future of the NHS in the *Five Year Forward View*<sup>1</sup>, the new care models programme supports the improvement and integration of NHS services. The divide between primary care, community care, and care in hospitals is seen as increasingly as a barrier to coordinated services. While developing strategic plans across local areas is not new, new care models are being actively promoted across England to develop blueprints that can be adopted across the rest of the health and social care system.

NHS England invited individual organisations and partnerships to apply to become vanguard sites as part of the new care models programme. Vanguard sites are responsible for leading the development of new care models and improving the care received by people using their services.

The vision for the future is based around seven new care models:

1. Multispecialty community providers (MCPs)
2. Primary and acute care systems (PACS)
3. Urgent and emergency care networks
4. Viable smaller hospital
5. Specialised care
6. Modern maternity services
7. Enhanced health in care homes.

This paper aims to bring HFMA members up to speed with the information currently available about the new care models programme, as well as setting out HFMA's plans for further research. It is based on a literature review of relevant publications.

### The background to new care models

New care models were introduced in the *Five Year Forward View*, published in October 2014. The *Five Year Forward View* identifies examples of emerging collaboration and more integrated care approaches which improve the quality of care and patient experience. The example approaches presented by NHS England aim to improve value for money and may reduce cost.

The new care models are expected to provide better networks of care and not just networks of traditional organisations, with increased out of hospital care and services better integrated around the patient.

In January 2015 NHS England invited individual organisations and partnerships to apply to become vanguard sites for the new care models programme. More than 290 health and social care organisations responded to the invitation.

In March 2015 the first 29 vanguard sites were chosen following a process involving workshops and the engagement of key partners and patient representative groups. Three types of vanguard were chosen: integrated primary and acute care systems; enhanced health in care homes; and multispecialty community provider vanguards.

In July 2015 eight urgent and emergency care vanguards were chosen.

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<sup>1</sup> Five Year Forward View, NHS England, October 2015. [www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf](http://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf)

In September 2015 NHS England and its national partners announced a new type of new care model vanguard. Thirteen acute care collaborations, including viable smaller hospitals, specialised care, and modern maternity services were chosen.

Each vanguard site will develop a new care model. It is envisaged that alternative care models will evolve in parallel. NHS England’s approach will be to identify the characteristics of similar health communities across England and jointly work with them to consider what a viable way forward is for their local health and care services. The preferred approach will be based upon the analysis of the performance by vanguard sites and current exemplars. Local communities will also be expected to discuss whether pursuing a single new care model is appropriate.

## New care models programme

The new care models programme is overseen by the Five Year Forward View Board. The New Care Models Board and NHS national bodies are responsible for the national support given to support new care models. The NHS England New Care Models Team has direct responsibility for working with and supporting vanguard sites to develop new care models. Figure 1 shows the structure of the new care models programme.

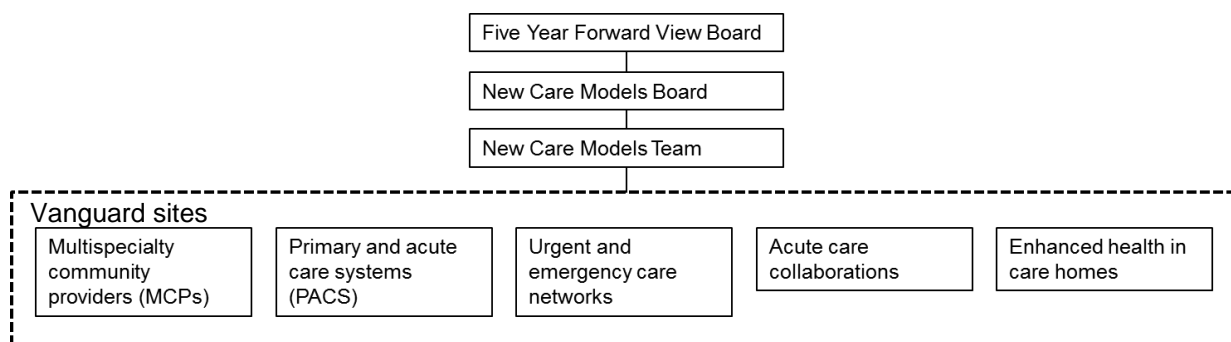


Figure 1: NHS England’s new care models programme structure

## Support package

The support package for vanguard sites<sup>2</sup> is intended to facilitate the sharing of learning and good practice across the cohort of vanguard organisations as well as the wider NHS. The support package is built on eight key enablers to maximise both the chances of successful local delivery of the care models and also national implementation. They come directly from the issues raised by the vanguards, the thematic reviews arising from the visits and the views of a wide range of stakeholders. The key enablers are:

1. **Designing new care models:** National bodies and vanguard sites will be jointly accountable for developing new models of care. There is joint responsibility to identify and fix specific problems that prevent implementing new care models and to maximise the benefits for patients.
2. **Evaluation and metrics:** NHS England is developing an initial suite of core metrics for each of the care models that can be used with local metrics to provide a consistent methodology to evaluate the whole vanguard programme.
3. **Integrated commissioning and provision:** working with commissioners and providers to assist the vanguards to break down the barriers which prevent their local health system from developing integrated commissioning and provision.
4. **Empowering patients and communities:** working with the vanguards to enhance the way in which they work with patients, local people and communities to develop services and promote individuals to manage their own care.
5. **Harnessing technology:** supporting the vanguards to use technology to develop how care is delivered. To use the potential of digital technology to deliver care in radically different ways and help organisations to more easily share patient information.

<sup>2</sup> Vanguard support package launched, NHS England, July 2015. [www.england.nhs.uk/2015/07/31/vanguard-support/](http://www.england.nhs.uk/2015/07/31/vanguard-support/)

6. **Workforce redesign:** supporting the vanguards to develop a modern, flexible workforce which is organised around patients and their local populations.
7. **Local delivery and leadership:** working with the vanguards to develop leadership capability and to access help from international experts.
8. **Communication and engagement:** The vanguard sites will be supported to demonstrate best practice in the way they engage with staff, patients and local populations.

NHS England is trying to promote the ‘learning as we go’ approach by pushing the vanguards to publish and analyse outcomes data while the programme is running rather than waiting until the end.

## Vanguards

Vanguard sites are responsible for leading the development of care models and improving the care received by people from their own organisations. The 50 vanguard sites chosen are made up of providers and commissioners across the health and social care sectors and include private, voluntary and not-for-profit organisations. Figure 2 shows the location of each vanguard site<sup>3</sup>.



**Figure 2:** NHS England’s map showing the location of the vanguard sites.<sup>4</sup>

The types of new care models being developed are set out below.

### Multispecialty community providers (MCPs)

A range of traditional community based services would be coordinated by the MCP. In addition it is envisaged that outpatient and diagnostics would increasingly shift into the community to move services out of the hospital setting.

<sup>3</sup> New care models – vanguard sites, NHS England. [www.england.nhs.uk/ourwork/futurenhs/new-care-models/](http://www.england.nhs.uk/ourwork/futurenhs/new-care-models/)

An overview of some of the aims and activities for MCP vanguard sites is below:

- The focus of MCPs is on integrating healthcare services. A number of vanguard sites are setting up healthcare hubs to bring health and social care professionals together and creating joint prevention and support teams.
- MCPs are focusing on improving care for vulnerable and older people that are most at risk of worsening health conditions.
- Individuals and families will be encouraged and supported to manage care themselves by MCPs.
- Lakeside Healthcare aim to be one of the first accountable care organisations and are aiming to be established by April 2016.
- Stockport Together and Principia Partners in Health are providing healthcare to sections of their populations which is paid for using capitated payments.
- West Wakefield Health and Wellbeing Limited are training administrators and those who have the first contact with patients to be 'care navigators' to direct patients to the most appropriate care.

## **Primary and acute care systems (PACS)**

The idea behind a primary and acute care system is that there is a single local system of care provision. The objective is to implement a single capitated budget for all health care (and potentially social care) for their registered population.

An overview of some of the aims and activities for PACS vanguard sites is below:

- Partner organisations across vanguard sites are planning population health models to integrate health care services and to deliver outcomes based payments from capitated budgets.
- PACs are planning to bring together primary, secondary, mental health and GP services by integrating care and changing how services are currently delivered.
- Mid Nottinghamshire Better Together plan to deliver health care and social care system integration through joint working across organisations. Salford Together aim to combine health and social care services for their entire adult population by transferring adult social care services to Salford Royal NHS Foundation Trust, creating a single integrated care organisation.
- Shared care records are being set up across a number of PACS vanguard sites.

## **Urgent and emergency care networks**

Urgent and emergency care networks will focus on new approaches to improve the coordination of services and reduce pressure on A&E departments.

An overview of some of the aims and activities for urgent and emergency networks vanguard sites is below:

- The majority of vanguard sites are working across health and social care organisations to coordinate care services, improve consistency and improve clinical standards.
- Barking and Dagenham, Havering and Redbridge Systems Resilience Group are looking at how to redesign services based on three points of access: online, telephone and when the patient attends hospital.
- West Yorkshire Urgent and Emergency Care Network and South Devon and Torbay Systems Resilience group are looking at sharing care records across the partner organisations.
- Additional urgent care centres are being built by South Devon and Torbay System Resilience Group and Solihull Together for Better Lives.

## **Acute care collaborations (including viable smaller hospitals, specialised care and modern maternity services)**

The aim of the acute care collaborations is to enhance the viability of local hospitals through new formal shared working arrangements between clinical specialists at different hospitals and to improve efficiency by sharing back office administration and management over different sites.

An overview of some of the aims and activities for enhanced acute care collaborations vanguard sites is below:

- Acute care collaboration vanguard sites are examining how their partners can best work together. A number of vanguard sites aim to develop their own care networks and chains of organisations by working with the right partners.
- Acute care collaboration vanguard sites are creating best practice care models for long-term clinical and financial stability across their partner organisations.
- Moorfields aim to produce a toolkit which can be used across the NHS to implement service level chains, regardless of the speciality.
- EMRAD (East Midlands Radiology consortium) vanguard site aims for their network to be a national benchmark for new models of clinical collaboration within NHS radiology services.
- MERIT (The Mental Health Alliance for Excellence, Resilience, Innovation and Training) seek to create replicable and financially sustainable mental health services for their organisations and the NHS.
- Foundation Healthcare Group will deliver shared corporate services through a new management contract.

## Enhanced health in care homes

Enhanced health in care homes aims to offer older people better, joined up health, care and rehabilitation services.

An overview of some of the aims and activities for enhanced health in care homes vanguard sites is below:

- A number of vanguard sites are developing models of care that include telehealth and remote consultations between care home residents and health professionals.
- All vanguards are looking to develop more integrated care planning and delivery. Aiming to promote patient-centred health services that can be delivered closer to where the patient lives and avoid hospital admissions.
- East and North Hertfordshire CCG and Sutton Homes of Care are aiming to enhance the skills of care home staff through packages of education and training.

A more detailed overview of each of the vanguard sites is set out in **Appendix A**.

## Contact

This summary for members has been published as part of our ongoing research into the new care models programme and vanguard sites. We will talk to a selection of vanguards about their progress implementing new care models and the challenges they are facing as part of the next stage of our research.

If you would like to discuss any of our initial research in more detail please contact Paul Williams, HFMA Research Manager: [paul.williams@hfma.org.uk](mailto:paul.williams@hfma.org.uk).

## Appendix A: Overview of vanguard sites

Please note the reference number for each vanguard site relates to NHS England's map of the vanguard sites<sup>5</sup> included in this document. NHS England produced a summary of the new care models programme and vanguard sites in November 2015<sup>6</sup>.

### Multispecialty community providers<sup>7</sup>

There are 14 multispecialty community provider vanguards which aim to move specialist care out of hospitals into the community:

Ref:	Vanguard site	Partners	Overview
10	Calderdale Health and Social Care Economy	Pennine GP Alliance (represents 23 out of 26 Calderdale practices), Calderdale and Huddersfield Foundation Trust, Calderdale CCG, Calderdale Metropolitan Borough Council, South West Yorkshire Partnership Foundation Trust, Locala Community Partnerships (NHS), and Voluntary Action Calderdale (which represents 128 health-related third sector organisations)	<ul style="list-style-type: none"> <li>• Work towards a person centred system for delivering health and social care is already underway in the local health economy</li> <li>• The aims are to reduce unplanned, avoidable hospital admissions by increasing integrated care across primary and community settings</li> <li>• The care closer to home programme at the vanguard site enables benefits to be delivered faster and at greater scale</li> </ul>
11	Erewash Multispecialty Community provider	Derbyshire Community Health Services NHS Foundation Trust, Derbyshire Healthcare NHS Foundation Trust, Erewash GP Provider Company, Derbyshire Health United (Out of Hours Service & 111) and NHS Erewash CCG	<ul style="list-style-type: none"> <li>• The aims are to bring together community, mental health services and GPs</li> <li>• Healthcare hubs will be set up to bring professionals together to form a prevention and support team</li> <li>• The vanguard will also further develop telehealth to help people manage their longer-term conditions better</li> </ul>
12	Fylde Coast Local Health Economy	Fylde and Wyre CCG, Blackpool CCG, Blackpool Teaching Hospital NHS Foundation Trust, Lancashire County Council, Lancashire Care NHS Foundation Trust and Blackpool Council	<ul style="list-style-type: none"> <li>• Partners are already supporting patients with long-term conditions to reduce unplanned hospital visits</li> <li>• The aims are to deliver more support in the community and greater focus on setting up patient centred services</li> </ul>
13	Vitality (Birmingham and Sandwell)	Single GP partnership which operates from 15 practice sites across Birmingham and Sandwell	<ul style="list-style-type: none"> <li>• This vanguard aims to place patients at the centre of managing their care by joining up services</li> <li>• Central processes are being streamlined to make care more efficient</li> </ul>

<sup>5</sup> Vanguard map, NHS England. [www.england.nhs.uk/wp-content/uploads/2015/09/vanguardmap-lrg.png](http://www.england.nhs.uk/wp-content/uploads/2015/09/vanguardmap-lrg.png)

<sup>6</sup> New care models: Vanguards - developing a blueprint for the future of NHS and care services, NHS England, November 2015. [www.england.nhs.uk/wp-content/uploads/2015/11/new\\_care\\_models.pdf](http://www.england.nhs.uk/wp-content/uploads/2015/11/new_care_models.pdf)

<sup>7</sup> Multispecialty community providers, NHS England, March 2015. [www.england.nhs.uk/ourwork/futurenhs/new-care-models/community-sites/](http://www.england.nhs.uk/ourwork/futurenhs/new-care-models/community-sites/)

Ref:	Vanguard site	Partners	Overview
14	West Wakefield Health and Wellbeing Limited	West Wakefield Health and Wellbeing Limited is a network of 6 neighbouring GP practices, NHS Wakefield CCG, Wakefield Council, and Wakefield District Housing	<ul style="list-style-type: none"> <li>Improving access to care by signposting patients more appropriately and improving the use of technology are key aims for this vanguard</li> <li>Many administrators that have the first contact with patients have been trained as care navigators to direct patients to the most appropriate care</li> </ul>
15	Better Health and Care for Sunderland	NHS Sunderland CCG and Sunderland City Council	<ul style="list-style-type: none"> <li>Through two GP federations practices are working more collaboratively</li> <li>This vanguard aims to integrate community services to provide person centred care</li> </ul>
16	Dudley Multispecialty Community Provider	Dudley Metropolitan Borough Council, Black Country Partnership NHS Foundation Trust, Dudley Group NHS Foundation Trust, Dudley and Walsall Mental Health Partnership NHS Trust, Dudley Council for Voluntary Services and Future Proof Health Ltd	<ul style="list-style-type: none"> <li>This vanguard is simplifying pathways to focus on the patient and putting them in control of their care</li> <li>GPs are at the centre of the model which plans for a single patient record to better coordinate care</li> </ul>
17	Whitstable Medical Practice	Whitstable Medical Practice, Northgate Medical Practice and the Saddleton Road and Seasalter Surgeries	<ul style="list-style-type: none"> <li>To reduce hospital admissions this vanguard aims to develop a seven day service</li> <li>Three hubs will be set up to integrate community health and social care teams</li> <li>Health and social care hubs will include community hospital beds, nursing and extra care services</li> </ul>
18	Stockport Together	Stockport Metropolitan Borough Council, Stockport NHS Foundation Trust, NHS Pennine Care Foundation Trust and NHS Stockport CCG	<ul style="list-style-type: none"> <li>A single plan across the partners aims to transform how health and social care services are delivered</li> <li>Commissioned services for care to the over 65 year old population will be paid for using capitated payments</li> <li>This vanguard aims to develop a closer relationship between GPs and consultants to manage patient care</li> </ul>
19	Tower Hamlets Integrated Provider Partnership	Tower Hamlets GP Care Group Community Interest Company, Barts Health NHS Trust, East London NHS Foundation Trust and London Borough of Tower Hamlets	<ul style="list-style-type: none"> <li>This vanguard aims to ensure patients have a greater understanding of the services available to them</li> <li>Care in the community will be transformed to limit the time patients spend in hospital</li> <li>A greater number of services will be delivered at home, particularly for the most vulnerable patients</li> </ul>



Ref:	Vanguard site	Partners	Overview
20	Better Local Care (Southern Hampshire)	Southern Health NHS Foundation Trust is working in partnership with 16 local NHS, local government and voluntary sector organisations	<ul style="list-style-type: none"> <li>This vanguard aims to improve access to services and make the right services available to reduce unnecessary appointments</li> <li>Greater support will be targeted to the patients who are most at risk of worsening health and wellbeing</li> </ul>
21	West Cheshire Way	NHS West Cheshire CCG and Primary Care Cheshire, Cheshire & Wirral NHS Partnership Foundation Trust, Countess of Chester NHS Foundation Trust and Cheshire West and Chester Local Authority	<ul style="list-style-type: none"> <li>This vanguard is focusing on supporting people to make healthier choices</li> <li>Individuals, families and carers will be encouraged and supported to manage care themselves</li> <li>Integrated community teams will proactively target improving care for vulnerable older people that are most at risk of worsening health conditions</li> </ul>
22	Lakeside Healthcare (Northamptonshire)	Merger between four GP practices (Lakeside, Rothwell & Desborough, Albany House and Headlands)	<ul style="list-style-type: none"> <li>The aim is to be one of the first accountable care organisations by April 2016</li> <li>Holistic health and social care services will be provided to the most frail and vulnerable of the population</li> <li>Transformation for urgent care is included in the plans for this multispecialty community provider</li> </ul>
23	Principia Partners in Health (Southern Nottinghamshire)	Rushcliffe GP practices and Rushcliffe community services providers	<ul style="list-style-type: none"> <li>Healthcare will be provided from a capitated budget for the population</li> <li>Focusing on prevention and care at the right time will reduce unnecessary hospital admissions</li> </ul>

### Primary and acute care systems

There are nine integrated primary and acute care system vanguards which aim to join up GP, hospital, community and mental health services:

Ref:	Vanguard site	Partners	Overview
1	Wirral Partners	Wirral University Teaching Hospital NHS Foundation Trust, Cheshire and Wirral Partnership NHS Foundation Trust, Wirral Community NHS Trust, Wirral CCG, GPs on the Wirral, Wirral Metropolitan Borough Council, Cerner UK Ltd and Advocate Physician Partners	<ul style="list-style-type: none"> <li>This vanguard site aims to develop a technology enabled population health model to integrate primary and secondary care services</li> <li>Integrated care teams will be expanded to reduce readmissions and support people to remain at home</li> </ul>



Ref:	Vanguard site	Partners	Overview
2	Mid Nottinghamshire Better Together	Central Nottinghamshire Clinical Services, Circle Health Limited, East Midlands Ambulance Service NHS Trust, Nottinghamshire County Council, Nottinghamshire Healthcare NHS Trust (including County Health Partnerships), Nottingham University Hospitals NHS Trust, Sherwood Forest Hospital NHS Foundation Trust and United Lincolnshire Hospitals NHS Trust	<ul style="list-style-type: none"> <li>The partner organisations plan to deliver a whole system integration of hospital, community, social and primary care within a single outcomes-based capitation contract</li> <li>Collaboration will be unpinned by improved data sharing between primary and secondary care providers, and GPs</li> </ul>
3	South Somerset Symphony Programme	Yeovil Hospital, the Somerset GP Federation, Somerset CCG and Somerset County Council	<ul style="list-style-type: none"> <li>This vanguard site will focus on providing integrated care in three hubs that bring together primary, secondary and other sorts of care in one place</li> </ul>
4	Northumberland Accountable Care Organisation	Northumbria Healthcare NHS Foundation Trust and NHS Northumberland CCG	<ul style="list-style-type: none"> <li>The group's vision is to redesign community and acute services to ensure patient care is delivered increasingly in community settings</li> <li>Primary care hubs will be created to provide seven day services</li> </ul>
5	Salford Together	Salford City Council, NHS Salford CCG, Salford Royal NHS Foundation Trust and Greater Manchester West Mental Health NHS Foundation Trust	<ul style="list-style-type: none"> <li>Salford intends to create an Integrated Care Organisation that combines its expertise into a single organisation</li> <li>Salford will commence work to combine health and care services for the entire adult population, including preparation to transfer adult social care services to Salford Royal and to establish arrangements for adult and older peoples' mental health services</li> </ul>
6	Better Care Together (Morecombe Bay Health Community)	University Hospitals of Morecambe Bay NHS Foundation Trust, Cumbria Partnership NHS Foundation Trust, North West Ambulance Service, Blackpool Teaching Hospitals NHS Foundation Trust, Lancashire Care NHS Foundation Trust, Lancashire County Council, Cumbria County Council, Lancashire North CCG, Cumbria CCG, North Lancashire Medical Services and South Cumbria Primary Care Collaborative	<ul style="list-style-type: none"> <li>The vanguard will create a system that will take responsibility for the whole health and social care needs of the population within a single budget</li> <li>This will mean a smaller, more productive hospital services that are better integrated with out of hospital services</li> </ul>

Ref:	Vanguard site	Partners	Overview
7	North East Hampshire and Farnham	NHS North East Hampshire and Farnham CCG, Frimley Health NHS Foundation Trust, Southern Health NHS Foundation Trust, Surrey and Borders Partnership NHS Foundation Trust, Virgin Care, South East Coast Ambulance NHS Foundation Trust, North Hampshire Urgent Care and Hampshire and Surrey County Council	<ul style="list-style-type: none"> <li>• These partners plan to develop an integrated health, social care and wellbeing system which will put the person at the centre of their care</li> <li>• Care will be provided by local multi-disciplinary teams working together, across physical and mental health services and in partnership with the voluntary sector</li> </ul>
8	Harrogate and Rural District CCG	Harrogate District NHS Foundation Trust, Harrogate and Rural District CCG, North Yorkshire County Council, Tees Esk and Wear Valley Foundation Trust, Harrogate Borough Council and Yorkshire Health Network	<ul style="list-style-type: none"> <li>• These partners aim to provide support that allows patients to remain independent, safe and well at home</li> <li>• Care provided based on a universal care plan which is supported by an integrated team of GPs, community nurses, adult social care, occupational therapy, physiotherapy, mental health and the voluntary sector</li> </ul>
9	My Life a Full Life (Isle of Wight)	Isle of Wight CCG, Isle of Wight NHS Trust, Isle of Wight Council, One Wight Health and the voluntary and independent sectors	<ul style="list-style-type: none"> <li>• The vanguard site will develop person-centred, coordinated health and social care services for the Isle of Wight</li> <li>• Primary care led services will be developed that are accessed through a single point of contact</li> </ul>

### Urgent and emergency care networks

There are eight urgent and emergency care networks vanguards with the specific aim to transform where and how urgent and emergency care services are delivered:

Ref:	Vanguard site	Partners	Overview
30	Greater Nottingham System Resilience Group	Nottingham University Hospitals NHS Trust, The South Nottingham and Erewash CCGs, Nottingham City and County Councils, East Midlands Ambulance Service, Nottingham CityCare Partnerships, County Health Partnership, Nottinghamshire Healthcare NHS Foundation Trust, Derbyshire Health United Ltd, Nottingham Emergency Medical Services, Healthwatch Nottingham and Healthwatch Nottinghamshire	<ul style="list-style-type: none"> <li>• Partners will look at what more they can do, using innovative workforce solutions to ensure that people receive care in a timely way and closer to home</li> <li>• The aim is to avoid the need for assessment or admission to hospital</li> </ul>

Ref:	Vanguard site	Partners	Overview
31	Cambridgeshire and Peterborough CCG	Cambridgeshire and Peterborough CCG	<ul style="list-style-type: none"> <li>This vanguard will focus on creating strong system leadership for the existing network</li> <li>Aim is to accelerate improvements and develop a best practice model for urgent care services which addresses variations in access to services and health inequalities</li> </ul>
32	North East Urgent Care Network	Academic Health Science Network, Clinical Health Information Network, Health Education North East, North East Ambulance Service NHS Foundation Trust, North East Local Authorities, North of England Commissioning Support, regional out of hours providers, Royal College of Psychiatry, and Voluntary Organisations' Network North East	<ul style="list-style-type: none"> <li>Regional organisations are already working together to support the recommendations made in a local urgent and emergency care review</li> <li>The urgent and emergency care system will be developed to further improve consistency and clinical standards, reduce fragmentation and deliver high quality and responsive health and social care to patients</li> </ul>
33	Barking and Dagenham, Havering and Redbridge System Resilience Group	Barking and Dagenham, Havering and Redbridge CCGs, Barking, Havering and Redbridge University Hospitals NHS Trust, North East London NHS Foundation Trust, London Borough of Barking and Dagenham, London Borough of Havering, London Borough of Redbridge, Together First, Havering Health, Healthbridge Direct, Partnership of East London Cooperatives, London Ambulance Service, NHS England Area Team, Healthwatch and Local Pharmaceutical Committee	<ul style="list-style-type: none"> <li>The vanguard aims to focus on three points of access: <ul style="list-style-type: none"> <li>Click: online support and information – will help people to self-care and book urgent appointments when needed</li> <li>Call: telephone for those who need more advice, reassurance or to book-in</li> <li>Come in: where patients really need emergency care – the front door of the hospital will become the new ambulatory care centre</li> </ul> </li> </ul>
34	West Yorkshire Urgent Emergency Care Network	West Yorkshire CCGs, Harrogate and Rural Districts CCG, West Yorkshire and Harrogate system resilience groups including primary care and local authority partners, NHS acute and community providers, NHS mental health service providers, Yorkshire and Humber Academic Health Science Network, West Yorkshire HealthWatch organisations, NHS England Yorkshire and Humber and Yorkshire Ambulance Service	<ul style="list-style-type: none"> <li>The Vanguard will work with partners, including five local System Resilience Groups, to build on progress already made in transforming primary, community and acute care services</li> <li>Three mental health service providers will work with West Yorkshire Police to deliver rapid crisis response through emergency response control centres and 'street triage'</li> <li>Other planned projects include creating an Integrated West Yorkshire Care Record</li> </ul>

Ref:	Vanguard site	Partners	Overview
35	Leicester, Leicestershire and Rutland System Resilience Group	Leicester City, East Leicestershire and Rutland and West Leicestershire CCGs, Leicester City Council, Leicestershire County Council, Rutland County Council, Arriva, University Hospitals of Leicester NHS Trust, East Midlands Ambulance Service, Leicestershire Partnership NHS Trust, George Eliot (Urgent Care Centre), Central Nottinghamshire Clinical Services, Loughborough (Urgent Care Centre) and Derbyshire Health United	<ul style="list-style-type: none"> <li>The Vanguard will create a new alliance-based urgent and emergency care system where all providers work as one network</li> <li>This will bring together ambulance, NHS111, out-of-hours and single point of access services to ensure that patients get the right care, first time</li> </ul>
36	Solihull Together for Better Lives	Heart of England NHS Foundation Trust, Birmingham and Solihull Mental Health NHS Foundation Trust, Solihull Metropolitan Borough Council, NHS Solihull CCG, voluntary and community sector providers, primary care providers, West Midlands Ambulance Service, West Midlands Police and West Midlands Academic Health Sciences	<ul style="list-style-type: none"> <li>The partnership will create an integrated health and care system that extends healthy active life and optimises preventative out of hospital care with rapid access to specialist care</li> <li>An urgent care centre will be built within the hospital site capable of delivering a minor illness and minor injury service and includes GP out of hours, urgent primary care and minor injury services</li> </ul>
37	South Devon and Torbay System Resilience Group	South Devon and Torbay CCG, South Devon Healthcare Foundation Trust, Torbay and Southern Devon Health and Care Trust, Torbay Council, South Western Ambulance Services Foundation Trust, Devon Doctors Ltd and community pharmacies.	<ul style="list-style-type: none"> <li>The vanguard will develop new urgent care centre facilities in at least two areas, prioritising those of higher deprivation to reduce inequalities</li> <li>Primary care records will be shared with the out-of-hours urgent care provider</li> </ul>

## Acute care collaborations

There are 13 acute care collaborations which aim to link local hospitals together to improve their clinical and financial viability:

Ref:	Vanguard site	Partners	Overview
38	Salford and Wigan Foundation Chain	Salford Royal NHS Foundation Trust and Wrightington, Wigan & Leigh NHS Foundation Trust	<ul style="list-style-type: none"> <li>This vanguard aims to speed up making improvements to healthcare services by working in partnership with commissioners</li> <li>The aim is to create an integrated or accountable care organisation for the region</li> </ul>
39	Northumbria Foundation Group	Northumbria Healthcare NHS Foundation Trust supports a number of organisations in the North East and across England	<ul style="list-style-type: none"> <li>These organisations aim to create a foundation group that can support other organisations by providing services, as well as merging or acquiring other trusts</li> </ul>
40	Royal Free London	The Royal Free London NHS Foundation Trust	<ul style="list-style-type: none"> <li>The Royal Free London NHS Foundation Trust plans to become the heart of a group that other organisations will want to collaborate with</li> </ul>
41	Foundation Healthcare Group (Dartford and Gravesham)	Dartford and Gravesham NHS Trust and Guy's and St Thomas' NHS Foundation Trust	<ul style="list-style-type: none"> <li>The group's vision is to create a sustainable healthcare system for Dartford and Gravesham that will accommodate the projected population growth for the area</li> <li>Corporate services will be shared via a new management contract</li> <li>The group will promote integration between primary, community, mental health partners and secondary care service with greater access as required to specialist and tertiary services</li> </ul>
42	Moorfields	Moorfields Eye Hospital NHS Foundation Trust	<ul style="list-style-type: none"> <li>Moorfields aims to identify the right partners and the best approach to establishing and sustaining a chain of services</li> <li>The goal is to produce a toolkit which can be used to roll out service level chains regardless of the specialty to benefit patients in other parts of the NHS</li> </ul>
43	National Orthopaedic Alliance	Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust, Royal National Orthopaedic Hospital NHS Trust and the Royal Orthopaedic Hospital NHS Foundation Trust	<ul style="list-style-type: none"> <li>This vanguard aims to examine how its partners can work more closely together to create a UK-wide chain of orthopaedic providers</li> </ul>

Ref:	Vanguard site	Partners	Overview
44	The Neuro Network (The Walton Centre, Liverpool)	The Walton Centre NHS Foundation Trust, Warrington and Halton Hospitals NHS Foundation Trust, Liverpool CCG, Warrington CCG and NHS England Specialised Services Commissioning Team (North)	<ul style="list-style-type: none"> <li>This vanguard aims to examine how its partners can work more closely together to create a UK-wide neuroscience service chain</li> </ul>
45	MERIT (The Mental Health Alliance for Excellence, Resilience, Innovation and Training) (West Midlands)	Birmingham and Solihull Mental Health NHS Foundation Trust, Black Country Partnership NHS Foundation Trust, Dudley and Walsall Mental Health Partnership NHS Trust and Coventry and Warwickshire Partnership NHS Trust	<ul style="list-style-type: none"> <li>This vanguard aims to create best practice models for long-term clinically and financially sustainable specialist mental health services that are replicable across the NHS</li> <li>Shared care plans will be in place to better coordinate services for patients</li> </ul>
46	Cheshire and Merseyside Women's and Children's Services	Alder Hey Children's NHS Foundation Trust, Countess of Chester Hospital NHS Foundation Trust, Liverpool Women's NHS Foundation Trust, Mid Cheshire Hospitals NHS Foundation Trust, Southport and Ormskirk Hospital NHS Trust, St Helens and Knowsley Teaching Hospitals NHS Trust, Warrington and Halton Hospitals NHS Foundation Trust, Wirral University Teaching Hospital NHS Foundation Trust, NHS Cheshire and Merseyside CCGs, Cheshire and Merseyside Maternity, Children and Young Strategic Clinical Network, North West Neonatal Operational Delivery Network and Adult Critical Care Operational Delivery Network	<ul style="list-style-type: none"> <li>This vanguard aims to develop new approaches for delivering women's and children's services by working more closely across organisational boundaries</li> </ul>
47	Accountable Clinical Network for Cancer (ACNC)	The Royal Marsden NHS Foundation Trust, The Christie NHS Foundation Trust and University College London Hospitals NHS Foundation Trust	<ul style="list-style-type: none"> <li>This vanguard aims to develop collaboration across the network of organisations to improve early diagnosis of cancers, improve clinical outcomes, and survival rates for patients</li> </ul>
48	EMRAD (East Midlands Radiology Consortium)	Chesterfield Royal Hospital NHS Foundation Trust, Kettering General Hospital NHS Foundation Trust, Northampton General Hospital NHS Trust, Nottingham University	<ul style="list-style-type: none"> <li>Nottingham University Hospitals NHS Trust will host a clinical network aiming to provide timely and expert radiology care for patients across the East Midlands regardless of their location</li> </ul>



Ref:	Vanguard site	Partners	Overview
		Hospitals NHS Trust, Sherwood Forest Hospitals NHS Foundation Trust, United Lincolnshire Hospitals NHS Trust and University Hospitals of Leicester NHS Trust	<ul style="list-style-type: none"> <li>This vanguard aims for this network to be a national benchmark for new models of clinical collaboration within NHS radiology services</li> </ul>
49	Developing One NHS in Dorset	Dorset County Hospital NHS Foundation Trust, Poole Hospital NHS Foundation Trust and The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust	<ul style="list-style-type: none"> <li>This vanguard aims to deliver recommendations from a recent Dorset clinical services review to: <ul style="list-style-type: none"> <li>Establish sustainable models of care for in and out-of-hospital care</li> <li>meet the needs of local people 24 hours a day and seven days a week</li> </ul> </li> </ul>
50	Working Together Partnership (South Yorkshire, Mid Yorkshire, North Derbyshire)	Sheffield Teaching NHS Foundation Trust, Sheffield Children's NHS Foundation Trust, Barnsley Hospital NHS Foundation Trust, Doncaster and Bassetlaw NHS Foundation Trust, Rotherham NHS Foundation Trust, Mid Yorkshire Hospitals NHS Trust and Chesterfield Royal Hospital NHS Foundation Trust	<ul style="list-style-type: none"> <li>The focus will be on making sure that local services are both clinically and financially viable in the future</li> <li>Models will include: <ul style="list-style-type: none"> <li>greater use of networking</li> <li>sharing of clinicians across sites</li> <li>collaborative delivery of specialist and diagnostic services</li> </ul> </li> </ul>

### Enhanced health in care homes

There are six enhanced health in care homes vanguard sites which aim to provide older people better, joined up health, care and rehabilitation services:

Ref:	Vanguard site	Partners	Overview
24	Connecting Care – Wakefield District	NHS Wakefield CCG, Wakefield Council, seven GP networks and the Provider Alliance which includes Nova-Wakefield, Age UK, Wakefield District Housing, South West Yorkshire Partnerships NHS Foundation Trust, Mid Yorkshire Hospitals NHS Trust and Yorkshire Ambulance Service	<ul style="list-style-type: none"> <li>The model of care is designed to reduce social isolation and connect currently fragmented care services</li> <li>They will develop a comprehensive approach to proactive assessment and care planning based around the wider determinants of health 'somewhere to live; somewhere to love; something to do' to optimise residents' health and life experience</li> </ul>
25	Gateshead Care Home Project	NHS Newcastle Gateshead CCG and Gateshead Council	<ul style="list-style-type: none"> <li>The new care model will build on a well-established integrated 'ward round' based service that sees GP practices and community nursing teams aligned to care homes across the borough</li> </ul>



Ref:	Vanguard site	Partners	Overview
26	East and North Hertfordshire CCG	East and North Hertfordshire CCG, Hertfordshire County Council and the Care Home Providers Association	<ul style="list-style-type: none"> <li>The vanguard will focus on enhancing the skills and confidence of care home staff through a package of education and training</li> </ul>
27	Nottingham City CCG	Nottingham City CCG in partnership with the Care Home Steering Group which includes Nottingham CityCare Partnership, Nottingham University Hospitals, Nottinghamshire Healthcare Trust, Age UK Nottingham and Nottinghamshire, Care Home Managers Forum, Nottingham City Council and Nottingham University	<ul style="list-style-type: none"> <li>The new care model aims to join up planning across the partner organisations</li> <li>Planning will be supported by a number of developments in: <ul style="list-style-type: none"> <li>mobile working for primary care</li> <li>access remote video consultation between care home residents and GP</li> <li>remote access to resident health data through telehealth</li> <li>increased use of telecare</li> </ul> </li> </ul>
28	Sutton Homes of Care	NHS Sutton CCG, the London Borough of Sutton, Epsom and St Helier Hospitals NHS Trust, St Raphael's Hospice, Sutton and Merton Community Services (the community division of The Royal Marsden), Age UK Sutton, South West London and St George's Mental Health Trust, The Alzheimer's Society, London Ambulance Service and Sutton Centre for the Voluntary Sector	<ul style="list-style-type: none"> <li>The vanguard site aims to develop a care home provider network to support training across local care homes</li> <li>A new model of health and social care will be developed to: <ul style="list-style-type: none"> <li>include tele-health</li> <li>provide the right care at the right time where patients need it</li> </ul> </li> </ul>
29	Airedale & Partners	Airedale & Partners vanguard is a partnership of over 15 organisations in Yorkshire and Lancashire and includes three hospitals, GPs, three councils, community healthcare, IT partners and a range of independent care home providers	<ul style="list-style-type: none"> <li>The vanguard site has already developed enhanced care in care homes using technology to deliver telecare which offers seven day remote support</li> <li>The vanguard aims to develop a more integrated care model that connects clinical staff and social care services</li> </ul>