

Do you have the essentials for the integration journey?

1. Shared leadership

<ul style="list-style-type: none"> Do local leaders have the right relationships, shared values and behaviours to work together for the public good? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> Do leaders have the honest conversations about challenges facing the whole system and its component parts? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> Have leaders been able to reach shared solutions? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> Is there a willingness to put the needs of the public before the needs of individual organisations? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> Is there trust between leaders, organisations? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	

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2. Shared commitment

<ul style="list-style-type: none"> Is there agreement and a shared understanding on the objectives of integration and prevention, and what needs to change in order to achieve these objectives? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> Have system leaders created shared purpose, which sets a clear vision of how to improve local people's health and wellbeing? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> Do leaders understand the benefits and challenges of integration, from both public and organisational perspectives? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> Have leaders taken responsibility for their contribution to improving health and wellbeing? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> Is there a shared and demonstrable commitment to a preventative approach, which focuses on promoting good health and wellbeing for all citizens? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> Have your system leaders gained commitment from all stakeholders to make the changes required for transformation? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> Are services and the local system designed around individuals and the outcomes important to them? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	

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3. Getting it done

<ul style="list-style-type: none"> • Is there the capability and capacity to deliver integration? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> • Given the scale and scope of the integration, are there appropriate arrangements and transactional skills in place to deliver across the health and care system? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> • Are governance arrangements able to make binding decisions, and are they at the right place and pace required? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> • Have you agreed the processes to bring about change locally which will meet the tests of law for Public Bodies: Public consultation? Procurement? Competition? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> • Have leaders agreed a change model for the whole health and care system? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	
<ul style="list-style-type: none"> • Is there strong joint programme management to align resources and tasks? 												
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	

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4. Shared accountability

<ul style="list-style-type: none"> • Are roles and responsibilities clear, set out in terms of reference, and match the decision-making authority? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Does the health and care system have arrangements in place for organisations to be held to account for delivery? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Is business only done in the right places? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Are links to each other's organisation's statutory decision-making responsibilities clear? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Does the system share data? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Are there agreed key metrics and benefits? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Is there clear governance for accounting to partners for progress? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Is there open communication? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Is the right information provided to the right people to enable them to carry out their roles and responsibilities? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5

How ready for delivering integration is your health and care system?

5. Your shared vision

<ul style="list-style-type: none"> Do leaders have a clear picture of future resources? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> Do leaders have a clear evidence-based assessment of future demand for services? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> Is there local variation in outcomes, service quality and standards? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> Do leaders have a clear understanding of gaps in capacity and resources? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> Have they agreed how to address gaps in capacity and resources? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> Does your local case for change reflect the national analysis of challenges? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5

How ready for delivering integration is your health and care system?

6. Shared decision-making

<ul style="list-style-type: none"> • Have you agreed the governance for local system-wide working? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Are the right stakeholders involved and can binding decisions be taken? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Do you recognise, engage and harness local energies to lead integration? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Are all relevant partners – local authorities, CCGs, NHS England, Providers and community and voluntary sector leaders engaged and committed to playing their part? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Are system leaders engaging with communities and stakeholders to secure their engagement in what, why, and how change needs to happen? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Are services and the local system developed with the people who use and provide services, and your communities? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Are you clear that you have the right decision making footprints agreed for planning and delivering the integration improvement needed? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5

How ready for delivering integration is your health and care system?

7. Shared systems – models

<ul style="list-style-type: none"> • Have you critically assessed and agreed which modern care delivery models would best improve the outcomes you need to address locally? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Have you appraised and agreed which organisational models may better support delivery of your modern care delivery models? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • Have you appraised and agreed how financial resources could be deployed to best effect? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> • What financial models, contracting methods and risk sharing would best achieve the outcomes you wish to improve by integration? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5

How ready for delivering integration is your health and care system?

8. Shared systems – enablers

Are you integrating resources for:

<ul style="list-style-type: none"> Information and technology – at individual and population level, shared between relevant agencies and individuals? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> Workforce – across the whole system to ensure supply, adequate training and development of a multidisciplinary approach? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5
<ul style="list-style-type: none"> Estate – are you maximising access and efficiencies? 											
	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5