



OPTUM INTEGRATED CARE SYSTEMS (ICS): INTEGRATING SYSTEMS TO SUPPORT POPULATIONS RATHER THAN ORGANISATIONS

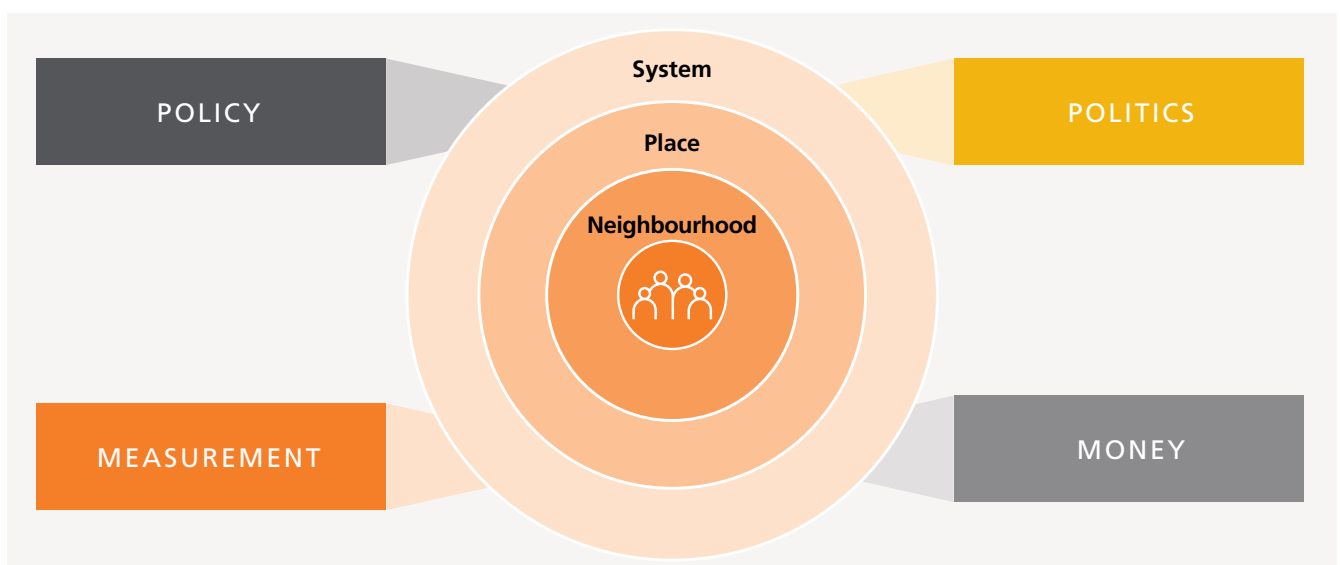
The NHS 10-year plan¹ lays out the ambition to support the integration of services between health and care, to more effectively and efficiently meet the complex needs of populations across a given region. Whilst integration has been an ongoing endeavor for many systems across the past few years, many are still operating in a traditional mindset of organisation first versus population first.

Optum's approach to ICS development supports systems on the journey to truly gain the benefit of integration by first recognising the purpose behind integration:

- To deliver better outcomes for the populations that teams jointly serve, and then
- To help structure an approach using our 10-step framework to help build an ICS that can effectively have the scale and focus to deliver against those outcomes in a meaningful and efficient way.

Our experience of running 26 Accountable Care Organisations (ACOs) in the US and providing analytical and advisory support to a further 50, has given us a clear framework for creating an ICS, through the entire journey toward integrated care at scale. Moreover, our approach and experience are focused on creating sustainable models of financing and care delivery that balances the burden across all the stakeholders in a geography, allowing for incremental, ongoing gains in the pursuit of the triple aim.

Long-standing barriers such as policy, politics, measurement and money have made it challenging for individuals who may in fact share a collective purpose to reap the benefits of integration. To further develop as an ICS, systems must find practical ways to overcome these systemic barriers and build a new approach to system working.



¹ <https://www.longtermplan.nhs.uk/>

OUR APPROACH

Optum’s approach to system development underpinned by a focus on five facets of integration benefiting each system individually however, pursued collectively, will lead to a transformed care system and maximum patient care as well as sustainability benefits.



Optum’s framework, outlined in figure 1. below, gives us the model to explain and develop the necessary capabilities to achieve the five facets of integration. This clearly sets out how elements such as payment reform, population health management and integrated care services fit together and give a clear roadmap, that allows systems to see how they need to develop and where they need to focus their near-term, as well as long-term efforts, in order to take steps towards becoming a fully functioning integrated care system over time.

We have found this approach very useful and clients in Sustainability and Transformation Partnerships (STPs) have commended the clarity it has given them in terms of what an integrated care system might achieve and, critically, understanding how it would work and the practical steps required.

The capabilities in the model guide the different types of advisory, data, analytical, financial and care services that systems need to deliver a full ICS transformation. Equally, it gives a structure within which systems and organisations can make robust and thoughtful decisions about which elements they may wish to pursue as standalone programmes, but which will align to and enable a wider strategic system goal.

This model is designed to be aligned to a locality’s development needs, and one area’s focus will vary to another, dependent upon which of the core components they have already evolved at a local level and which areas we agree would be the best development focus for their system to invest in.

Figure 1. Optum’s 10 Step Framework for Integrated Care System Development



This strategic framework is based on a model of integrated care and strategic commissioning that starts with the population and its needs at the centre. This model has been validated and used throughout the NHSE/I Commissioning Capability Programme as the underpinning strategic model and as such aligns with national policy.

OUR SERVICE

Service Features	Service Benefits
Integrated Analytics	Roadmap design and development
Integrated Operations	Establishment of a governance structure
Integrated Governance	Understanding of clinical and financial risk
Integrated Care Delivery	Identify opportunities in your population and network
Integrated Finance and Contracting	Prioritise and coordinate actions to improve outcomes
	Support provider network contracting and management
	Enhancing your decision-making infrastructure
	Building system wide business intelligence and analytic capabilities

WHO WE ARE

Our purpose is to create and use actionable insight to help make the UK health and care system work better for everyone. We differentiate based on our clinical expertise, world-class technology and analytics, and practical operational experience working with the NHS, and internationally.



CLINICALLY
DRIVEN



DATA AND
ANALYTICS



REAL-WORLD
EXPERIENCE

We are **clinically driven** and **exclusively health and care focused**. Everything we do is about helping health and care systems work better and improving outcomes for patients and populations.

We are a **world-class technology and analytics company** and a **global leader in the application of data science**. We combine global best practice with **more than 15 years experience working with the NHS and local authorities**.

We have **practical, real-world experience managing integrated health and care systems** around the world.

Want to learn more?

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