

Delivery models

To achieve the left shift from hospital to home

Place partnerships

An existing model



- **The commissioning function is held by ICBs.**
- **There is significant delegation to place**, including budgets, convening local partners and responsibility for strategic commissioning for locally determined provision – starting with enhanced and transformational resource, not core service funding.
- **Governance structure based on collective accountability and delegation of certain decisions** from individual organisations to partnership in line with the scope of the ‘joint venture’.
- **The integrator function could be held by the ICB or shared with providers at place level/at scale.**
- **One option would be an alliance approach**, whereby health and social care teams are brought together with an agreed management structure and the ability to hold contracts.
- **This approach will require close working with local government and joint commissioning** through Section 75 agreements.
- **Increased integration** of NHS provider and local council teams.

Lead care provider/partnership

An emerging model



- **The commissioning function is held by ICBs.**
- **The integrator function sits within the lead care provider/partnership** (this could be providers or provider collaboratives of any kind).
- **The provider/partnership holds a risk-based capitated budget focused on improving outcomes for a defined population cohort.** The provider/partnership sub-contracts to other providers (including VCSE) at place and neighbourhood.
- **Combined delivery of acute, community-based, mental health and GP services** – with a focus on the latter three service types.
- **The provider/partnership takes on the GMS contracts** (where there is GP support for this) **or sub-contracts providers to deliver care.** Most GPs are salaried employees of the provider/partnership.
- **Close working with local government as integrated teams that work on the wider determinants of health**, enabled by [Section 75 agreements](#).