

**KENT AND MEDWAY
JOINT HEALTH AND WELLBEING BOARD**

9 OCTOBER 2018

**SUSTAINABILITY AND TRANSFORMATION
PARTNERSHIP (STP) LOCAL CARE UPDATE**

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Summary

This report summarises the progress of the implementation of Local Care across Kent and Medway (K&M) between **June and September 2018** focusing on the:

1. Budget and Policy Framework
2. Review of progress to date and next steps
3. Planning timelines 2018/19 and 2019/20
4. Governance review in line with progress and alignment to Strategic Commissioning development
5. Communications update
6. Enablers
7. Risks and issues
8. Financial Implications
9. Legal Implications
10. Summary
11. Recommendation.

The Joint Board are asked to review progress, consider the approach for investment in Local Care and support the approach for Organisational Development.

1. Budget and Policy Framework

- 1.1 The Kent and Medway Sustainability and Transformation Plan outlines the intention of the Kent and Medway health and care system to deliver an integrated health and social care model that focuses on delivering high quality, outcome focused, person centred, coordinated care that is easy to access and enables people to stay well and live independently and for as long as possible in their home setting.
- 1.2 Additionally, the Kent and Medway Case for Change identifies the priority to develop more and better local care services. There are a number of workstreams within the Sustainability and Transformation Partnership, one of which is a dedicated Local Care workstream to deliver the Plan.

2. Review of progress to date and next steps

2.1 The 28 June 2018 report to this Joint Board, articulated the 2018/19 4 key objectives:

- Development of 8 integrated locality plans, for the investment and implementation of Local Care;
- Establishment of standardised multi-disciplinary teams (MDTs) around GP practices working at scale (populations of 30-50,000);
- Development of interagency partnerships to deliver Local Care at scale; and
- Work on expansion of the model after 2018/19.

2.1.1 With some of this work now well underway, supported by the core STP team, it now feels like the right point to review progress to date and more importantly identify next steps in the delivery for Local Care.

2.2 In September 2017 the Local Care investment Case was agreed by all organisations across K&M; the model to be delivered through designated MDTs, bringing together staff from the health, social care, and the voluntary sector.

2.2.1 Significant progress has been made in some areas with the development of MDT working; the Encompass Vanguard provides compelling evidence of the impact that can be achieved when MDTs are properly resourced (see appendix A to the report, Encompass Legacy Report).

2.2.2 All eight Clinical Commissioning Group (CCG) areas, completed a maturity matrix, in October 2017, as a baseline assessment of the status of Local Care implementation, to guide the development of detailed plans and to identify support required. It showed, as expected, that parts of K&M are at different starting points and moving at different speeds.

2.2.3 Plans have moved on significantly since last autumn in their granularity with significant time and effort invested into this. A planning exercise, completed by all 8 localities (CCG localities), was initiated in April 2018 to help progress both their operational and financial plans in line with the Investment Case. This allowed the ability to review a bottom up approach and compare to the top down approach of the original Investment Case. To date the system has managed to identify investment in Local Care for 2018/19, with further work ongoing for 2019/20 and beyond.

2.3 The level of provider confidence in Local Care is still developing, in terms of both the progress of delivery and the scale of impact. The level of engagement between partners varies significantly between CCG localities, with all areas having more to do to work jointly with local authorities and voluntary sector in particular. There is further work to be done to increase the speed and scale of implementation in order to deliver maximum benefits for the K&M system.

2.4 The process has identified 7 critical areas which need addressed:

- **STP payment mechanism**
- **Information Flow**
- **Change in core processes**
- **Workforce**
- **Estates**
- **Communications and engagement**
- **Governance.**

2.4.1 Appendix B to the report gives the full details of the review, with actions to address these critical areas, showing progress to date and next steps. This will form the basis of work for the coming months.

3. Planning timelines 2018/19 and 2019/20

3.1 As above, the planning and investment for implementation of Local Care is maturing at pace. All 8 locality plans were refreshed in July 2018, giving greater detail of integration across organisations. The planning timeframes for 2018/19 and 2019/20 have also been agreed across the system.

3.2 The Local care Implementation Board (LCIB) has been asking for assurance around Local Care plans, including detail around the proposed investment and what has been delivered / spent in quarter 1. In order to provide this, the core team is undergoing some deep dives throughout August/ early September 2018 with each sub-system (east Kent, west Kent, Medway and north Kent respectively). The intention to go through the plans, both operational and financial, to understand the assumptions, bring to life the actual models / hubs / MDTs, ensure alignment with Local Authority plans, and agree on key risks / issues.

Next steps:

- **Early August 2018** - Test session on deep dive process with one locality to ensure robustness and desired output.
- **August / early September 2018** – deep dives completed with all localities.
- **Late September / early October 2018** – presentation of data to the Local Care Implementation Board.
- **Late September / early October 2018** – development of a reporting dashboard to track progress against objectives and outcomes for Local Care implementation. This will be presented to the next meeting of this Joint Board.

4. Governance

4.1 Local Care governance is being reviewed as part of a wider review of STP governance currently underway. This will ensure that there is no duplication with other forums and that there is clear accountability for Local Care.

5. Communications Update

- 5.1 The 28 June 2018 report gave an update on the agreed Communications Strategy for Local Care.

The aims of the strategy to:

Clearly explain the need for Local Care/ Care in the Community.

Clearly explain the objectives and benefits of establishing multi-disciplinary teams around GP practices working at scale (30-50,000).

Ensure people are given genuine opportunities to be involved in the Local Care communications strategy.

- 5.2 The newly appointed Director of Communications and Engagement for the STP has been working with the Local Care team to develop objectives and key milestones for 2018/19, as set out below:

Local Care Communications and Engagement 2018/19

Objectives	Milestones	Timing
<ul style="list-style-type: none"> To improve <i>understanding of the vision and ambitions</i> for local care among staff, patients, public and stakeholders, particularly around the benefits of establishing multi-disciplinary teams To ensure frontline staff are <i>confident and know how to run multi-disciplinary</i> teams with GPs at scale by sharing advice and best practice Identify opportunity for co-design to ensure target groups are given genuine opportunities to be involved and feedback Ensure consistent approach and messaging across health and social care to avoid confusion with multiple models To support partnership working and create a climate for cultural change <i>Gather data, insight and learning</i> to support design of models of care for the rest of Dorothy's family and other key groups as prioritised to ensure their feedback helps to <i>shape future models</i> Ensure alignment with communication and engagement activities with other workstreams, particularly workforce, digital, estates and primary care. 	<ul style="list-style-type: none"> Refresh stakeholder map and robust relationship plan Prioritise engagement around local care language Content plan and commit to monthly updates on local care via STP bulletin with local care case studies Launch campaign to tell whole story of local care Develop and review core materials – local care booklet, update STP website, hub map, film, FAQs for different audiences, reactive media statements etc Co-design model for social prescribing Co-design model for care navigation Co-design model for carers app Publicise cluster organisational development toolkit to support cultural change Co-design models of care for the rest of Dorothy's family. 	<ul style="list-style-type: none"> July July/Aug Aug – March 2019 Sep/Oct Sep-March 19 July-Sep? July-Sep? June - Mar 19 TBC In progress
	Decisions / inputs required e.g. from other workstreams <ul style="list-style-type: none"> Decision on which terms to engage on for local care language Content for July STP bulletin 	Immediate risks and issues <ul style="list-style-type: none"> Pace needed for local care language piece, as many terms already in use Full list of risks are detailed in full strategy

- 5.3 Local Care requires a change in culture in order to support the integration required to embed Local Care. An Organisational Development (OD) toolkit has been developed. There has been a robust process in the development phase which includes:
- All organisations across the STP area, and their OD Practitioners helping to co-develop the toolkit.
 - A variety of professionals from across Health and Social Care feeding into the requirements, as well as supplying ideas and content.
 - The Kent, Surrey and Sussex Leadership Academy in supporting the efforts of the Leadership & OD Network.
 - This has been reviewed by the Local Care Leads, with a view to roll out from September 2018.

5.4 Communications and Engagement Events June to Sept 2018:

- Kent County Council (KCC) for Care Navigation Social Prescribing tender – co-design sessions across all partners including Patient Public Advisory Group (PPAG).
- Presentation in September 2018 Social Prescribing event.
- Co-design of a Carers App, supporting anyone in a caring role across Kent and Medway - building on the “Stop Look Care” booklet, originally designed by Brighton and Hove CCG. Funding from the Encompass Vanguard in east Kent has allowed initial work for development. Presenting this at NHS Expo 5 September 2018 as an example of co-production (Appendix C to the report sets out the Carers APP presentation and Appendix D to the report sets out the Carers APP leaflet).

6. Enablers

As well as the obvious collaboration and joint working with other STP Workstreams (as with System Transformation and Primary Care above), there has been a concerted effort in the development of Local Care, to address the alignment with other key workstreams, namely:

- Workforce
- Estates
- IT

6.1 Workforce

6.1.1 Local Care is a key member of the Local Workforce Action Board (LWAB); the focus to develop the Kent and Medway Workforce Strategy based on best practice, current evidence and engagement/collaboration with key stakeholders. At the request of the Local Care Directors, a workforce workshop was held on the 16 August 2018 to review different aspects of workforce:

The aims of the strategy to:

- Numbers and type of staff required to roll out Local Care.
- Review the workforce plans to date across Kent and Medway.
- Learn from what is already happening – example from the work in west Kent re workforce modelling.
- Working together to develop a consistent approach for organisational development (OD); supporting to change the culture required when bringing staff from different organisations together to work as a teams, and making this sustainable.
- Training requirements for various roles moving forward.
- Ensure channels for co-design of communication materials.

6.2 Estates and IT

6.2.1 In their document 'Developing Robust Estates Strategies', published in June 2018, the Nuffield Trust stated;

"An effective system sees the efficient use of their combined estate and other infrastructure, such as IT, as a significant enabler to health and care staff working in partnership. And the whole point of organisations working in partnership in systems is to improve the experience of and outcomes for patients".

<https://www.nuffieldtrust.org.uk/files/2018-06/nhs-restates-briefing-v6.pdf>

6.2.2 Local Care is working together with Estates and IT workstreams respectively to develop and define the blueprint across Kent and Medway:

- Estates – following a presentation to the LCIB on the 11 July 2017, there was agreement to hold 'locality workshops' to look collectively at all the properties held within a location, explore opportunities to reduce revenue costs through co-location, to ensure that the estate is fully utilised, and work collectively on any funding bids for new estate to deliver good Local Care Services. This work is taking place during September / October 2018, through the estates workstream.
- IT – Local Care Directors are involved with The Kent Care Record (KMCR) delivery; a significant transformational change for the health and social care system in Kent and Medway, enabling health and social care professionals to access a shared data record of individuals requiring care or treatment.

7. Risk Management and Issues

7.1 As part of the CCG planning process there were risks colleagues documented and raised, which the actions described above will help to mitigate.

7.2 Further work will be required to identify risks as the system level plans are fully developed. This will all form part of the overarching Local Care risk register, reviewed regularly at the Local Care Implementation Board. Set out below are the key risks reviewed in July 2018 (see overleaf):

Culture:

- Not achieving the cultural change required across all organisations to make the implementation of Local Care a reality.

Communication:

- Lack of a single narrative for Local Care, and consistent use of language - individual providers engage and communicate in different ways.

Workforce:

- Challenges around availability and type of workforce development to develop Local Care.

Financial:

- Failure to identify the investment for Local Care to implement the model across Kent and Medway.
- Lack of availability of central funding resources for IT infrastructure and development to support Local Care and integrated working.
- Inconsistent business case processes across organisations, hindering collective decisions for Local Care.
- Availability of capital for estates development for Local Care.

8. Financial implications

- 8.1 As set out in the body of the report, the investment has been identified for Local Care in 2018/19, with clear timelines for identifying the key deliverables in 2019/20 and beyond. There are no financial implications arising directly from this report i.e. notwithstanding the discussions happening elsewhere, this is an update report and there are no requests for resources.

9. Legal implications

- 9.1 The Kent and Medway Joint Health and Wellbeing Board has been established as an advisory joint sub-committee of the Kent Health and Wellbeing Board and the Medway Health and Wellbeing Board under Section 198(c) of the Health and Social Care Act 2012.
- 9.2 The Joint Board operates to encourage persons who arrange for the provision of any health or social care services in the area to work in an integrated manner and for the purpose of advising on the development of the Sustainability and Transformation Partnership. In accordance with the terms of reference of the Kent and Medway Joint Health and Wellbeing Board, the Joint Board may consider and seek to influence the work of the STP focusing on prevention, local care and wellbeing across Kent and Medway.
- 9.3 The Joint Board is advisory and may make recommendations to the Kent and Medway Health and Wellbeing Boards.

10. Summary

10.1 The Kent and Medway Joint Health and Wellbeing Board has assurance that:

- Local Care is on track to deliver agreed objectives for 2018/19;
- there are detailed plans with identified investment for the delivery of integrated MDTs across K&M;
- there is a defined governance framework and reporting process, which is flexible enough to meet the changes required as the STP strategy matures;
- the Local Care team are developing a communications and engagement strategy which involves all partners in co-production of services;
- the Care team are engaging with other workstreams to ensure they dovetail with enablers; and
- there is an understanding of risk to the programme and the Local Care team are working on mitigation.

(Please refer to Appendix E of the report, Local Care Updates; summary of progress in each locality, Sept 2018).

11. Recommendations

11.1 The Kent and Medway Joint Health and Wellbeing Board is asked to:

11.1.1 note the progress of the Local Care workstream;

11.1.2 support the approach for investment in Local Care as set out in paragraph 3.2 of the report, with a view to receiving an outcomes framework, progress of which will be presented to the December 2018 meeting of this Joint Board, and

11.1.3 support the Organisational Development (OD) approach, for the change in culture required to deliver Local Care.

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Appendices

Appendix A - Encompass Legacy report

Appendix B - Local Care Progress to date and next steps

Appendix C - Carers APP presentation

Appendix D - Carers APP leaflet

Appendix E - Local Care Updates; summary of progress in each locality, Sept 2018

Background Papers

The Nuffield Trust 'Developing Robust Estates Strategies'

<https://www.nuffieldtrust.org.uk/files/2018-06/nhs-restates-briefing-v6.pdf>