

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

**14 DECEMBER 2018**

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

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**Summary**

This report will provide the Joint Board with an update on: Local Care governance, in line with progress and alignment to Strategic Commissioning development; Local Care Deep Dives; progress on an Implementation and Local Care Delivery Framework; actions for winter pressures and how Local Care is supporting carers and care navigation.

**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 identified 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. Update on Local Care Governance**

- 2.1 As communicated to this Joint Board, on the 9 October 2018, the governance for Local Care has been reviewed as part of a wider review of the Kent and Medway STP governance. The aim being to ensure that there is no duplication with other forums and that there is clear accountability for Local Care.
- 2.2 There are two changes, as follows:
  - I. A new Local Care Board at a Kent and Medway level has been established, comprising senior leadership across the health and social

care system, representing the key organisations involved in the commissioning and delivery of local care services.

The rationale for this is to have a smaller Board, overseeing the monitoring of Local Care implementation, and development and operationalisation of strategic solutions to support Local Care delivery at pace and scale.

The current Local Care Implementation Board (LCIB), as mentioned, has a large membership which makes it difficult to efficiently and effectively exercise the responsibility to monitor implementation. Additionally, a new smaller, senior Board would interact more directly with those responsible on the ground for the delivery of Local Care.

Appendix A to this report sets out details of the changes to Local Care Governance and how this would work in practice. The diagram shows that, across Kent and Medway, there are now emerging governance forums for Local Care at a Clinical Commissioning Group (CCG) footprint level, and it will be important that the new smaller Kent and Medway Local Care Board interacts with these footprint level forums.

As the Kent and Medway Integrated Care System (ICS) develops, it needs to be recognised that not all governance can be conducted centrally and there is need to strike the right balance between Kent and Medway governance and local level governance, with clear lines of sight between the two. The newly formed Board will:

- Revisit the shared ambitions and priorities for Local Care
- Monitor implementation and hold footprint Local Care Boards to account
- Speak to footprint Local Care Boards with 'one voice' as leaders regarding expectations
- Provide leadership to Local Care Boards and create the conditions for delivery of Local Care - by addressing strategic/systemic barriers to implementation (this may involve making requests of/ putting recommendations to other forums/Boards)
- Set the work programme for the STP Local Care Team and monitor delivery against agreed plan
- Start to manage the complexity of large providers being part of multiple partnerships/arrangements at different levels of the ICS.

II. The second change is to the current LCIB; with the establishment of a small senior team responsible for overseeing Local Care implementation, it is proposed that the focus of the existing LCIB is changed. It is not anticipated that the group be disbanded, as there is real value in the wide range of organisations and individuals continuing to come together. This forum has been successful in engaging partners from across the Kent and Medway system, therefore making it an excellent vehicle to keep and use as a Local Care Knowledge Share Forum, with the focus on sharing practical information to help support the delivery of Local Care. The proposal is that this group meets 4-6 monthly, in a conference type forum, to share:

- Progress across Kent and Medway

- Learning from other areas, nationally and internationally
- Ideas and examples of innovation.

All members of the existing LCIB have been sent a letter, explaining the above, from Glenn Douglas, STP Chief Executive, and Mr Paul Carter, Chair of the Local Care Implementation Board. It is proposed that the newly formed Local Care Board will meet in early February 2019.

### **3. Local Care and Primary Care Alignment**

3.1 The Local Care workstream is working to align the newly formed Primary Care Board with the delivery of Local Care. When the Local Care Workstream was established, primary care networks were a relatively new concept, so delivery has been driven by the CCGs. Across Kent and Medway, Primary Care Networks (PCNs) are now emerging, largely through coming together in federations. It therefore seems sensible and practical for the focus for development, moving forward, to sit with the PCNs supported by the Local Care and Primary Care workstreams. This would:

- Provide support for implementation
- Help with consistency of practice
- Help sharing learning and building on best practice

### **4. Local Care Deep Dives**

4.1 The 9 October 2018 report to this Joint Board articulated that CCG colleagues have been working with their partners for some months on plans for the investment and implementation of Local Care in 2018/19. The planning exercise was initiated in late 2017 with first output in March 2018, and a refreshed output in June 2018. This was presented to the Local Care Implementation Board on 8 June 2018. At that meeting a greater level of detail was requested on the plans at CCG footprint levels. As it was not be possible to give the necessary time at the Board meetings for each sub-system to describe their individual plans in detail, a series of Deep Dives, chaired by Mr Paul Carter in his capacity as Chair of the existing LCIB, were arranged to enable a more in depth understanding of:

- the status of implementation (services in place, patient volumes, trajectories etc.);
- planned investment in Local Care; and
- the development of a framework to monitor Local Care delivery going forward.

4.2 Due to the number of personnel involved in these Deep Dives, diarising became a challenge; originally planned for October and November 2018, these sessions were rebooked to ensure comprehensive attendance:

- East Kent (EK), 23 November 2018
- Medway, North and West Kent (MN&WK), 11 December 2018.

A verbal update will be presented to the 14 December 2018 meeting of this Joint Board.

**5. Progress on a Local Care Delivery Framework**

5.1 It is important that across Local Care there is a consistent way of monitoring progress and agreeing a Local Care Delivery Framework. Part of the process in development of this is dependent on the discussions, challenges and outputs from the abovementioned deep dives. It is proposed that following these deep dives an update is brought to the next meeting of this Joint Board, on 19 March 2018.

**6. Update on actions for Winter Pressures**

6.1 As winter approaches, the Local Care workstream has been working with the Urgent and Emergency Care Workstream to understand the approach to winter pressures and plans to mitigate the impact this may have on the system.

6.2 The following appendices to the report set out more detailed information:  
Appendix B – STP Winter Approach Presentation;  
Appendix C – STP Winter Plan Update 15 November 2018.

6.3 The announcement of £240m to support winter pressures was made in October 2018. The letter announcing funding allocations is set out at Appendix D of the report. Kent will receive an additional £6.16m in 2018-19. This additional funding is intended to enable further reductions in the number of patients that are medically ready to leave hospital but are delayed because they are waiting for adult social care services. The Government is clear that this money should be additional to current budgeted expenditure on adult social care. In Kent we are working with our health partners to support this work building on some of our existing High Impact Change projects which will see Winter Pressures Funding supplement and increase capacity in these schemes. We are also working with our providers to increase capacity or flex existing contracts or through new commissioning activity. We will work with partners in the NHS to monitor improvements in these measures through local jointly agreed monitoring, comparing improvements in each of these areas of impact.

**Kent Winter Pressures Investment Summary - £6.1 m**

Promoting Wellbeing	Promoting Independence	Supporting Independence
£300k	£3.5m	£2.3m

\*Your Life, Your Wellbeing is the Adult Social Care Vision and Strategy for 2016-2021. The three key themes are Promoting Wellbeing, Promoting Independence and Supporting Independence to help people to improve or maintain their well-being and to live as independently as possible.

6.4 Medway Council has worked closely with system partners to develop a range of plans to support the NHS over winter, and this work is managed locally through our Local A&E Delivery Board (LAEDB). The Council has planned a range of initiatives to ensure that we maintain our already low DTOC rates

over this winter, including the commissioning of additional bridging homecare packages to mitigate against the risk of delays in sourcing ongoing packages of care. Medway has received £997,871 of funding to support the NHS to cope with the effect of winter pressures and this funding will be used to meet the cost of services that support hospital discharges, and the impact will be monitored locally through the LAEDB.

## **7. How Local care is supporting carers and care navigation**

- 7.1 NHS England and its partners have developed a toolkit to help health and social care organisations work together in identifying, assessing and supporting the wellbeing of carers and their families (Appendix F of this report).
- 7.2 Appendix F of this report, has a link to an easy read document explaining how health services, social care services and carer support organisations can work together and help local carers and their families. By finding out when someone is caring or looking after someone else we can make sure they receive the right help at the right time and that they are able to enjoy life outside of their caring role.
- 7.3 In the October 2018 report to this Joint Board there were examples of how Local Care is supporting Carers with initiatives such as the Carer's App development, social prescribing, care navigation and growing the voluntary sector.
- 7.4 At the last meeting of the Joint Board, 9 October 2018, the Joint Board agreed to schedule a 'deep dive' on support for carers and support for growing the voluntary sector. It is recommended that these be provisionally scheduled for September 2019 to provide sufficient time to evaluate the new KCC contract commencing April 2019, feedback on the progress the Carers App development and support offer for carers.
- 7.5 The proposed scope for the deep dive on support of carers is as follows:
- explore in more depth how organisations are working together across Kent and Medway to support carers
  - understand how Local Care is helping to identify carers and or those requiring help and support
  - give specific updates on initiatives set out in paragraphs 6.1 to 6.2 of the report
  - show how these initiatives are being co-produced with carers
  - give examples of the outcomes and impact, with individual case studies.
- 7.6 The proposed scope for the deep dive on growing the voluntary sector is as follows:
- Update from Medway on their Social Prescribing revised model and progress on embedding social prescribing in care navigation and Voluntary Care Sector contracts, with special reference to tackling social isolation in older people.
  - Update on the Kent County Council provision of a Community Navigation service across Kent, and relationship with existing commissioning arrangements for similar services.

## **8. Risk management**

- 8.1 The Local Care Implementation Board has regularly reviewed the overarching Local Care risk register. Going forward the risk register will be reviewed on an ongoing basis by the Local Care Board. As system level plans are developed the risk register will be updated.

## **9. Financial implications**

- 9.1 As set out in previous reports to this Joint Board, 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.

## **10. Legal implications**

- 10.1 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.
- 10.2 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.
- 10.3 The Joint Board is advisory and may make recommendations to the Kent and Medway Health and Wellbeing Boards.

## **11. Summary**

- 11.1 Local Care is undergoing a period of transition, responding to local and national drivers and emerging partnerships; to this end there are changes to governance in an attempt to streamline processes, provide the leadership and direction for Local Care and avoid duplication across the system.
- 11.2 The Local Care deep dives, which form part of the overall governance, and are part of the process to help shape the overall Delivery Framework have been delayed. It is proposed that a detailed summary be presented to the next meeting of this joint Board.

## **12. Recommendations**

- 12.1 The Kent and Medway Joint Health and Wellbeing Board is asked to:
- 12.1.1 note the content of this joint report, including verbal updates on the Local Care deep dives;

12.1.2 agree that at the next meeting of the Joint Board, on 19 March 2018, the Joint Board be presented with a report which sets out greater detail on the Local Care deep Dives and progress on the outcomes framework; and

12.1.3 consider the scope of the deep dives on support for carers and support for growing the voluntary sector as set out in paragraph 7.5 and 7.6 of the report respectively and agree that these be scheduled on the work programme for September 2019.

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#### **Appendices**

**Appendix A** – Proposed changes to Local Care Governance

**Appendix B** – STP Winter Approach Presentation

**Appendix C** – STP Winter Plan Update 15 November 2018

**Appendix D** – Winter funding letter, Department of Health and Social Care

**Appendix E** – NHS England and Partners Carers toolkit

Also found at: <https://www.england.nhs.uk/wp-content/uploads/2016/05/identifying-assessing-carer-hlth-wellbeing.pdf>

**Appendix F** – Easy Read document for Carers support

Also found at: <https://www.england.nhs.uk/publication/working-together-to-support-carers-easy-read-document/>

#### **Background papers**

Agenda and minutes of Kent and Medway Joint Board Meeting – 9 October 2018

<https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=510&MId=4247>