

KENT AND MEDWAY JOINT HEALTH AND WELLBEING BOARD

19 MARCH 2019

SUSTAINABILITY AND TRANSFORMATION PARTNERSHIP (STP) LOCAL CARE UPDATE

Report from: Caroline Selkirk, Managing Director East Kent Clinical Commissioning Group (CCG),

Ian Ayres, Managing Director Medway and North West Kent Clinical Commissioning Groups (CCGs)

Author: Cathy Bellman, STP Local Care Lead

Summary

As requested at the 14 December 2019 meeting of this Joint Board, this report will provide an update on:

- progress on Local Care including Local Care Implementation Board;
- Local Care deep dives; and
- progress on the Local Care delivery/outcomes framework.

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 14 December 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 The two changes, as follows:

- I. A new, smaller, Local Care Board at a Kent and Medway level has been established, comprising senior leadership across the health and social care system. Membership represents the key organisations involved in the commissioning and delivery of local care services. The first meeting was held on the 7 February 2019, where the Terms of Reference was discussed; amended draft going to the April 2019 Local Care Board for ratification (see Appendix A of this report).

The two key functions of this smaller Board are;

- Holding CCG footprint Local Care Boards to account , - **Oversight**
- helping to create conditions for success – **Leadership**

- II. Formation of a 'Learn and Share' forum; the value in the wide range of organisations and individuals within the outgoing Local Care Implementation Board (LCIB) has been acknowledged, with a decision made to maintain this group and extend existing membership to a wider cohort. The purpose of this forum to support Primary Care Network development in line with the NHS Long Term Plan¹, as an excellent vehicle to focus on;
 - Progress across Kent and Medway
 - Learning from other areas, nationally and internationally
 - Ideas and examples of innovation.(The first event is to be arranged for Spring 2019).

3. Local Care Deep Dives

- 3.1 For 2018/2019, the assurance of delivery of Local Care, against investment, was evidenced through the Local Care 'Deep Dives'.
- 3.2 As the Deep Dives were held after papers were presented for the 14 December 2018 Joint Board, a verbal update was provided to that Board, with a summary sent following the meeting (see Appendix C of this report).
- 3.3 The themes and actions from the Deep Dives were discussed at the 7 February 2019 meeting of the Local Care Board, in order to identify actions from the feedback, which will inform the overall Local Care work programme, aligning into other workstreams where appropriate. This will be a standing agenda item for the Local Care Board meetings, with progress reports to this Joint Board.

4. Progress on a Local Care Delivery Framework

- 4.1 It is important that across Local Care there is a consistent way of monitoring progress and agreeing a Local Care Delivery Framework.

¹ NHS Long Term Plan <https://www.england.nhs.uk/long-term-plan/>

4.2 The development of Local Care to date has delivered **The 8 core elements of the Dorothy model (adults with complex needs):**

1. Care and support planning with care navigation and case management
2. Self-care and management
3. Healthy living environment
4. Multi-Disciplinary Teams (MDTs), integrated health and social care into or coordinated close to home
5. Single point of access
6. Rapid response
7. Discharge planning and reablement
8. Access to expert opinion and timely access to diagnostics

4.2.1 However, the ambitions for Dorothy have never been fully articulated and assigned performance measures to measure implementation and improvement. Part of the process in development of this has been dependent on the discussions, challenges and outputs from the abovementioned deep dives, in order to;

1. **Agree the ambitions** - a sense check of what we measure; and
2. **Track the 'nuts and bolts'** - on the delivery of Local Care.

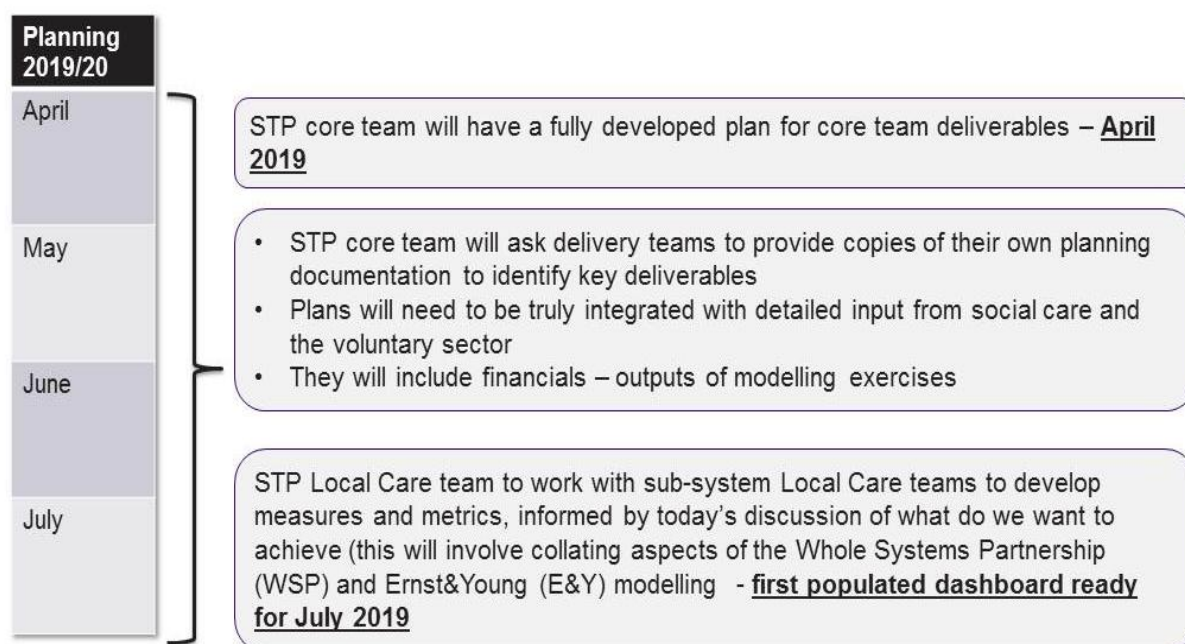
4.2.2 Sub-systems are now in the process of developing their **integrated** plans for 2019/20, and at the 7 February 2018 meeting of the new Local Care Board, there was discussion to agree;

- **The elements of 1. and 2. above, and**
- **The frequency of tracking (i.e. quarterly or more frequently)**

From which a Local Care '**Delivery Framework**' will be developed.

4.3 At the Local Care Board meeting 7 February 2019, it was agreed the STP Local Care team would collate the outputs from discussions with each locality to develop measures and metrics; collating work in Medway and North West Kent, by 'Whole Systems Partnership' (WSP), and in East Kent, by Ernst & Young (E&Y), to produce the **first populated dashboard in July 2019.** (See timeline below in Figure 1).

Figure 1: Timeline agreed by the Local Care Board 7 February 2019



4.4 **N.B. Tracking the above is different from the development of a Kent and Medway ‘Outcomes Framework’** which will encompass elements from all workstreams, be aligned to the NHS Long Term Plan, and will demonstrate outcomes based on:

- overall population health;
- quality and efficiency of service provision;
- community activation; and
- systems and workforce.

(It is important to mention that the two pieces of work are not mutually exclusive; the Local Care Delivery Framework will feed into the overall Kent and Medway ‘Outcomes Framework’).

5. Risk management

5.1 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.

6. Financial implications

6.1 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 will be a need to refresh the investment case in 19/20 alongside our response to the NHS Long Term Plan. 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.

7. Legal implications

- 7.1 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.
- 7.2 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 Plans. 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.
- 7.3 The Joint Board is advisory and may make recommendations to the Kent and Medway Health and Wellbeing Boards.

8. Summary

- 8.1 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, provide both **oversight and leadership** for Local Care and avoid duplication across the system. The membership of the 'legacy' Local care Board will be extended and develop into a 'Learn and Share' forum across Kent and Medway.
- 8.2 The Local Care 'Deep Dives', have formed part of the overall governance and assurance for 2018/19, as well as help to shape the overall Delivery Framework. Development of a detailed action plan to address the key themes, raised during the 'Deep Dives', will form part of the Local Care workplan in 2019/20 and feed into the other workstreams as appropriate.
- 8.3 Timeframes for development and reporting against the Local Care Delivery Framework have been agreed. Work will continue to develop this, as a working document, in line with implementation plans for Local Care. Work will also continue with the Strategic Commissioner to align Local Care deliverables into a Kent and Medway population health 'Outcomes Framework'.

9. Recommendations

- 9.1 The Kent and Medway Joint Health and Wellbeing Board is asked to note the content of this report, in particular:
- a) the update provided on the implementation and progress of the new Local Care Board and the proposed Kent and Medway wide Local Care/ Primary Care Network 'Learn and share' forums;
 - b) the outputs from the Local care 'Deep Dives', set out at Appendix B of the report and details provided on how the outputs are informing the Local Care work programme and other workstreams;

- c) the approach to monitoring progress and agreeing a Local Care Delivery Framework, as set out in section 4 of the report; and
- d) the difference between the Delivery Framework and the Kent and Medway overall population 'Outcomes Framework' which will be influenced by Local Care.

Lead officers contact details:

Caroline Selkirk, Managing Director East Kent Clinical Commissioning Group (CCG),
Email: c.selkirk@nhs.net

Details of PA:

Emma Lloyd
emmalloyd@nhs.net
Tel: 03000 424091

Ian Ayres, Ian Ayres, Managing Director Medway and North West Kent CCGs
Email: i.ayres@nhs.net

Details of PA:

Kay Deere
kay.deere@nhs.net
Tel: 01732 375286

Cathy Bellman, Local Care Lead,
Email: cathy.bellman@nhs.net
Tel: 07721643583

Appendices

Appendix A – Draft Terms of Reference for the Local Care Board
Appendix B – Local Care Deep Dives

Background papers

Agenda and minutes of Kent and Medway Joint Board Meeting –14 December 2018
<https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=510&MId=4248>

NHS Long Term Plan

<https://www.england.nhs.uk/long-term-plan/>