

**TRAFFORD COUNCIL
TRAFFORD CLINICAL COMMISSIONING GROUP**

Report to: Health and Wellbeing Board
Date: 1st July 2014
Report for: Information and Decision
Report of: Linda Harper, Deputy Corporate Director Children, Families and Wellbeing, Director Service Development, Adult and Community Services
Julie Crossley, Associate Director Commissioning, Trafford Clinical Commissioning Group

Report Title

Better Care Fund Update

Purpose

This report is to update the Health and Wellbeing Board on progress made in relation to the implementation of the Better Care Fund 'draft' plan in Trafford.

Recommendation(s)

- **The Board note the progress**
- **The Board agrees the proposed governance arrangements**

Contact person for access to background papers and further information:

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1.0 Background

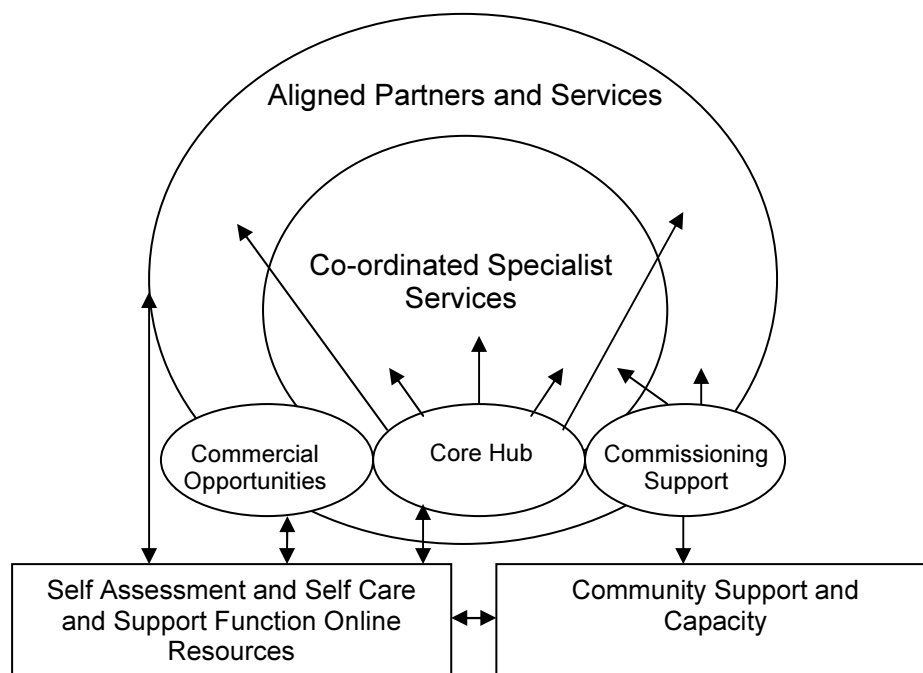
- 1.1 The national 3.8 billion Better Care Fund (formerly the Integration Transformation Fund) was announced by the government in the June 2013 spending round to further support transformation in the integration of health and social care. The BCF is intended to be a single pooled budget to support health and social care services to work more closely together at local level. The BCF seeks to bring together NHS and Local Government resources but also aims to provide an opportunity to improve services and value for money, protecting and improving social care services by shifting resources from acute services into community and preventative settings.
- 1.2 With an ageing population and increasing numbers of people living longer with multiple long term conditions the demand for social care and support is growing and is set to continue to grow in the future. By 2030 almost 20% of the Trafford population will be over 65 with a 78% increase in the number of people aged over 85. This is set against a backdrop of financial challenge, not just for Trafford but for the whole of the public sector. It is clear that the current models of delivery for health and social care are not sustainable. Such challenges highlight the need for a new and innovative solution which delivers the right support to individuals at an early stage with a focus on self-care, ensuring people maintain or increase their independence and, as a consequence, prevent or delay their need for more costly services. The Better Care Fund is a contributor to the potential solution.
- 1.3 The latest draft of the Trafford Better Care Fund Plan was submitted to NHS England as required on the 4th April 2014. A further submission has been required for the end of June 2014.
- 1.4 The draft plan further builds on Trafford's wider Integration Plan, which puts the individual at the centre of the care and support approach, ensuring that individuals in Trafford have: "the right care, at the right time, in the right place". The Better Care Fund submission will further assist with the delivery of this vision. Trafford will continue to transform integrated care to support vulnerable, frail and older people to live the life they choose as a result of innovative and joined up care and support. In parallel with the focus on complex needs there is also a commitment as an integral part of the vision to focus on early intervention and general wellness, encouraging and fostering self-resilience and independence, both for individuals and local communities.
- 1.5 The activity embedded in the draft plan consists of 3 programmes of work:
 - The development of a Trafford Early Intervention and Wellbeing Hub
 - The review and re-design of services for frail and older people
 - The review and re-design of Trafford palliative care and end of life services

2.0 Current Position

2.1 The Early Intervention and Wellbeing Hub

- 2.2 This programme of work is designed to develop an Early Intervention and Wellbeing Hub which will have both virtual and physical aspects with an overall aim to improve outcomes for Trafford residents through a more co-ordinated and integrated approach to wellbeing services for vulnerable people.

- 2.3 The Hub will aim to manage the increasing demand for services against decreasing resources and will involve a range of stakeholders based on a phased approach.



- 2.4 In 2015 there will be a fully functioning wellbeing hub in Trafford which will support individuals from birth to death. This will be Trafford resident's first port of call if they need anything in relation to their health and wellbeing, there will be an easy to use website that connects people to community support, mobile phone applications, discussion groups and Skype sessions with professionals. It will help people to reflect on how happy they are with their health and wellbeing, set goals and link to social network support.
- 2.5 There will also be a physical hub within the Patient Care Coordination Centre with a small team of paid staff and volunteers who will coach and monitor people around their health and wellbeing in different community locations, based on the four localities and linked to the integrated health and social care teams. They will also link people to things happening in the community and people in similar situations who can learn from each other.
- 2.6 There will be a number of services and organisations that work together as part of the hub, such as substance misuse, smoking cessation and health and wellbeing services. These services will all be committed to looking at a person as a whole and all aspects of their health and wellbeing. This will build our work linked to Public Service Reform which is all about a wide range of services working in an integrated, coordinated holistic way to target resources more effectively.
- 2.7 The Hub will use the information about the people of Trafford to help identify where things are lacking and work with communities to develop the support that is needed. The Hub will be creative, high quality, inspiring and give people a feeling of wellbeing, confidence and importance. This will ensure that the growing demand on health and social care reduces, enabling future resources to be targeted at the most vulnerable and those with complex needs.

- 2.8 A Programme Board is in place and has a target date of April 2015 to develop the initial Early Intervention and Wellbeing Hub in Trafford. The first phase of this programme of work in 2014-15 is to carry out engagement with the public, partners service providers and internal staff to test and develop the concept. It is crucial that the Hub is designed in conjunction with the public to ensure that it is well used and provides the types of support that citizens are looking for. It is equally important that other stakeholders contribute to the emerging model given the vast scope of services that the Hub will potentially work with. A series of workshops have been held in the four localities in Trafford throughout June. The results from the engagement activity will be presented in July to support the further development of the Hub. A Voluntary and Community Sector Thought Chamber is being organised by Thrive in July which will look at how the sector might need to change and respond to address the challenges and support the Wellbeing Hub.
- 2.9 Market research has begun with the public in relation to the hub based on questions designed to develop the scope of services within the hub and the model of support offered. The questions are being used and adapted accordingly to specific audiences but cover a general theme of exploring behaviour change and aspirations. Teams and volunteers are taking these questions out to community locations such as markets, hairdressers, shops, residential care homes and local events taking place throughout June and July. Healthwatch Trafford is supporting this work and asking questions within their networks and the community. Groups such as the Diverse Communities Partnership, Youth Services, the Deaf Partnership and the Citizens Reference Board are also supporting the market research. The initial results indicate that the hub needs to look to address a number of underlying contributors to health and wellbeing such as self-esteem, coping mechanisms, body image, financial advice, learning, leisure, careers and relationships. This is in addition to some of the expected results around smoking, drinking and drug use.

3.0 The review and re-design of services for frail and older people

- 3.1 The programme will be clinically driven and will focus specifically on the pathway for frail and older patients. The project will seek to understand how services currently operate both at a borough and locality level making recommendations on how we can deliver services better and in a more integrated way. The project will be developed in future years to ensure that patients aged 60+ are engaged in preventative health care.
- 3.2 Since the initial launch of the programme a series of large transformation projects have been added to the scope of the programme. These include;
- A review and redesign of the Falls Service in Trafford
 - A review of District Nursing provision with regard to the wider Greater Manchester review
 - Develop services which enable patients to live well independently through improved access to primary care and community therapies
 - Roll out of the Alternative to Transfer project to Nursing Homes
 - The redesign of intermediate care provision
 - The implementation of a Patient Care Co-ordination Centre
 - Development of a geriatrician model

3.3 A service provision mapping day was held on June 12th 2014 which focused on the services available to complex patients both in Nursing Homes and those living independently. The outcomes of this day will be shared at the next meeting of the steering group on 2nd July where the identification of quick wins will be discussed.

3.4 Due to the complex nature of this programme a separate operations group has been established to allow service level discussions to take place separately from the overarching programme. This board will meet on a monthly basis.

4.0 The review and re-design of End of Life care in Trafford

4.1 Trafford CCG's End of Life Programme has been developed to address areas for improvement to ensure a proactive, person-centred and integrated end of life pathway which is based on national best practice and delivers improved patient family and carer experience. The programme will also establish efficient and effective monitoring of commissioned services, through contract performance to ensure good clinical outcomes and value for money.

4.2 The programme has been re-launched and will be delivered around the following themes:-

- **Redesigning Services** – We will seek to understand the journey of a patient who is deemed to be 'end of life', review service provision and implement changes to improve patient experience.
- **Education and Technology** - We will develop a comprehensive education programme for nursing home staff, primary care practitioners and hospital staff which seeks to improve clinical care and raise awareness of best practice in delivering end of life care to patients, families and carers. We will introduce new technology to enable all services to access advanced care planning documents to ensure that patient's wishes are acted upon in the final stages of life.
- **Developing the Third Sector** – We will develop the third sector in Trafford to deliver high quality care and support to patients and their families. We will introduce community awareness campaigns which are targeted at varying demographics. We will work with the third sector to 'sense check' all service redesign to ensure we are meeting the needs of our population.

4.3 A Programme Board is currently being established with an intended launch date of July 2014. A sub structure will be implemented by August 2014 to support the delivery of the above work streams.

4.4 A cross-sector workshop will be held in July in order to understand current patient and family experience of end of life care. This will underpin the rationale for any redesign of services.

4.5 A revised set of outcome measures has been developed to reflect the shift in focus of the programme.

5.0 Governance

- 5.1 The draft governance arrangements for the monitoring and implementation of the Better Care Fund Plan have been developed and will be fully embedded further to the agreement of the Health and Wellbeing Board. The revised governance structure is attached as Appendix 1 to the report.
- 5.2 The Better Care Fund Steering Group has been established and will be accountable to the Health and Wellbeing Board. The Steering Group will be responsible for ensuring the overall direction, implementation and successful delivery of the Better Care Fund. This will include decisions on the BCF spend and subsequent monitoring, in addition to overseeing the programmes of work identified through the BCF. The Steering Group's full Terms of Reference is attached as Appendix 2 to the report
- 5.3 The BCF Steering Group has been established specifically:-
- To provide assurance directly to the Health and Wellbeing Board on progress of the Better Care Fund and its programme of work and report on risks and deliverables
 - To agree the assurance provided to the Health and Wellbeing Board
 - To receive regular reports on the BCF and its programme of work, including scope, tolerances, benefits, and outcomes
 - To oversee the BCF programme of work and its delivery against the BCF conditions and performance measures.
 - To maintain rigorous oversight of the performance metrics associated with the BCF. The steering group will regularly monitor and review the performance against the targets and take corrective action where required
 - To receive regular reports on the progress, risks and issues relating to the BCF and its programme of work
 - To agree and make recommendations on investment to the Council and CCG Boards regarding the BCF shared financial resource and monitor the use of these funds. Any recommendations must be agreed by the Council and CCG governance structures and the Health and Wellbeing Board, who have final approval
 - To ensure that all plans are in-line with the principles of integrated care and the BCF outcomes and ambitions
 - To monitor the risks between the BCF Programmes, the Integrated Care Programme and the Commissioning portfolios
 - To provide resource/assistance with removing blockers/issues associated with the BCF and its programme of work
 - To ensure that the communications and engagement plans for the BCF align to the organisational communications and engagement strategies
 - To ensure data sharing and communications within the commissioning teams and integrated care programme is continuous

6.0 Recommendations

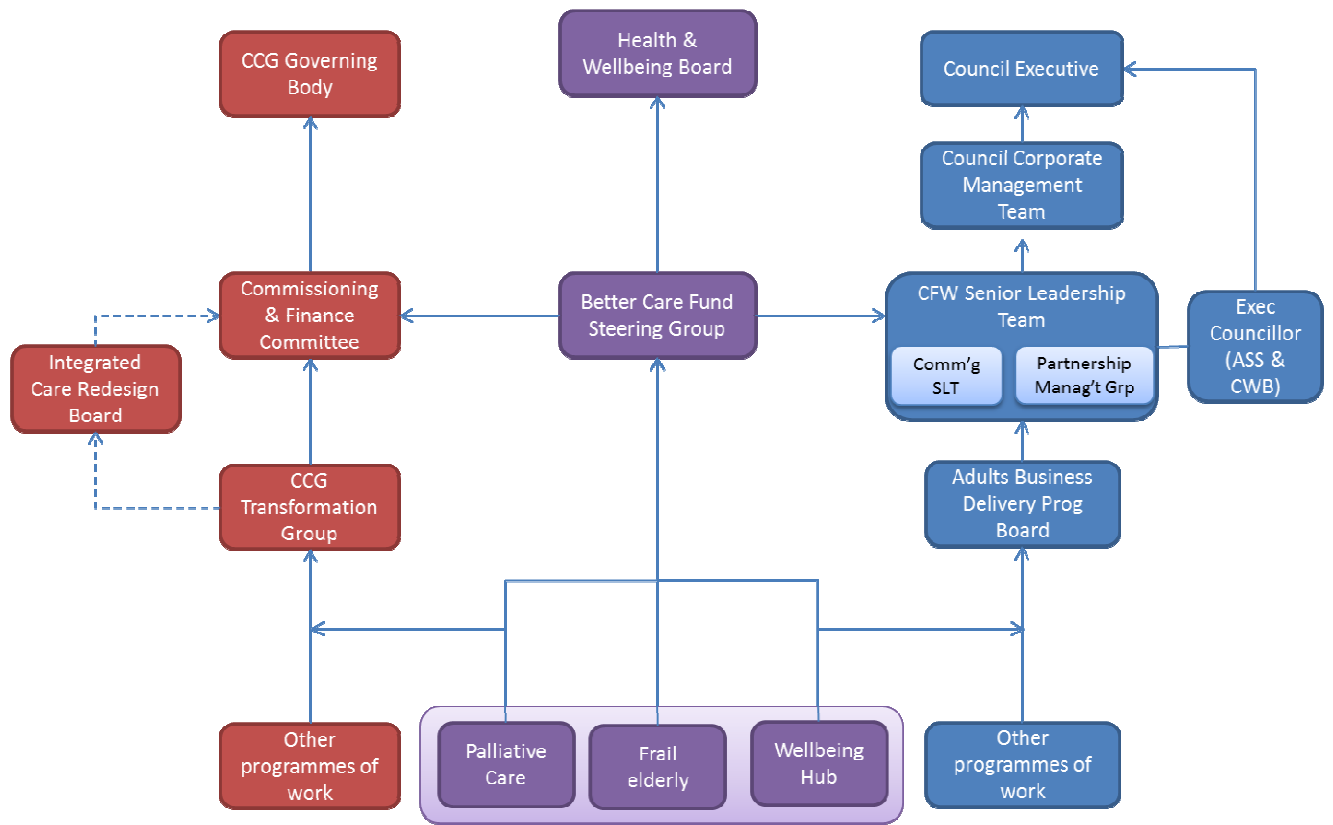
- 6.1 The Health and Wellbeing Board note the progress to date.

6.2 The Board agree the approach to date.

6.3 The Board agree the proposed governance arrangements.

APPENDIX 1:

Better Care Fund Draft Governance Arrangements



Name of group	Better Care Fund Steering Group
Accountable to	Health & Wellbeing Board (see appendix 1)
Overview	The Better Care Fund Steering Group is responsible for ensuring the overall direction, implementation and successful delivery the Better Care Fund (BCF). This includes decisions on the BCF spend and monitoring of this as well as overseeing the programmes of work identified through the BCF.
Terms of Reference	<ol style="list-style-type: none"> 1. To provide assurance directly to the Health and Wellbeing Board on progress of the Better Care Fund and its programme of work and report on risks and deliverables 2. To agree the assurance provided to the Health and Wellbeing Board 3. To receive regular reports on the BCF and its programme of work, including scope, tolerances, benefits, and outcomes 4. To oversee the BCF programme of work and its delivery against the BCF conditions and performance measures. 5. To maintain rigorous oversight of the performance metrics associated with the BCF. The steering group will regularly monitor and review the performance against the targets and take corrective action were required 6. To receive regular reports on the progress, risks and issues relating to the BCF and its programme of work 7. To agree and make recommendations on investment to the Council and CCG Boards regarding the BCF shared financial resource and monitor the use of these funds. Any recommendations must be agreed by the Council and CCG governance structures and the Health and Wellbeing Board, who have final approval 8. To ensure that all plans are in-line with the principles of integrated care and the BCF outcomes and ambitions 9. To monitor the risks between the BCF Programmes, the Integrated Care Programme and the Commissioning portfolios 10. To provide resource/assistance with removing blockers/issues associated with the BCF and its programme of work 11. To ensure that the communications and engagement plans for the BCF align to the organisational communications and engagement strategies 12. To ensure data sharing and communications within the commissioning teams and integrated care programme is

	continuous		
Chair	Deborah Brownlee (Chair)	Corporate Director CFW	Trafford Council
	Gina Lawrence (Deputy Chair)	Chief Operating Officer	Trafford CCG
Membership	Adam McClure	Programme Office Mgr	Trafford CCG
	Ian Duncan	Director of Finance	Trafford Council
	Imran Khan	Service Transformation Project Manager	Trafford CCG
	Julie Crossley	Associate Director	Trafford CCG
	Joe McGuigan	Chief Financial Officer	Trafford CCG
	Linda Harper	Director of Service Development, Adult and Community Services	Trafford Council
	Mark Astbury	Finance Manager	Trafford Council
	Tamara Zatman	Programme Manager	Trafford Council
	Andrea Glasspell	Programme Manager	Trafford Council
Duration of membership	To be reviewed in 8 months' time		
Frequency of Meetings	The Better Care Fund Steering Group will meet monthly. Extraordinary meeting can be held as and when required.		
Quorum/ attendance	At least two senior officers from Trafford CCG and at least two senior officers from Trafford Council.		
Deputising arrangements	Members who cannot attend should send a named representative. Linda Harper and Julie Crossley will deputise for those representing the BCF projects.		
Decisions	Representatives will have the decision making of the person he / she is representing.		
Agenda & papers	An appropriate set of papers for each meeting will be forwarded to the members at least 2 working days before the meeting.		
Minutes	The Better Care Fund Steering Group will be supported administratively by Trafford Council who will produce action minutes for the group and arrange meetings as required.		