

Health and social care improvement programmes

Purpose of report

For information and discussion.

Summary

This report provides the Board with an update on the Winterbourne View Joint Improvement programme and the emergent Health and Wellbeing System Improvement Programme, with a focus on the programmes' activity with and for local areas.

Chris Bull, Programme Director, Winterbourne View Joint Improvement Programme, LGA will attend the Board for this item. Chris' biography is enclosed as **Appendix 4a**.

A report on the Towards Excellence in Adult Social Care (TEASC) programme, which supports improvement in adult social care, will be presented at the July meeting of the Board. A short update on the programme is included in this report.

Recommendation

Members of the Board are asked to:

- i. Note the update on the Winterbourne View Joint Improvement programme as outlined in the report to inform the discussion at the Board.
- ii. To provide a view on the possible areas of focus of the stocktake on progress as outlined in **paragraph 10**.
- iii. Note the update on the Health and Wellbeing System Improvement Programme as outlined in the report to inform the discussion at the Board

Action

As directed by Members.

Health and social care improvement programmes

PART ONE: Winterbourne View Joint Improvement Programme

Background

1. As noted in previous Board reports, Chris Bull has been appointed to lead the LGA and NHS England's Joint Improvement Programme to provide leadership for the transformation of local services following the events at the Winterbourne View Hospital. Funded by the Department of Health until 2014/15, the programme has a focus on improving outcomes for children, young people and adults with learning disabilities or autism and who have mental health conditions or behaviour that challenges.
2. There are a number of crucial and ambitious timelines and principles for local partnerships and leaders, as agreed in a national Concordat for action with key stakeholders. These include:
 - 2.1 Health and care commissioners setting out a joint strategic plan to commission the range of local health, housing and care support services to meet the needs of children, young people and adults with challenging behaviour in their area by **April 2013**.
 - 2.2 Health and care commissioners will, working together and with service providers, people who use services and families, by **June 2013** review the care of all people in learning disability or autism inpatient beds and agree a personal care plan for each individual, based on their and their families' needs and agreed outcomes.
 - 2.3 These local actions are expected to lead to a rapid reduction in hospital placements for this group of people by **June 2014**.

Governance

3. This work is led by a joint Programme Board, which involves the LGA and NHS England (NHSE), ADASS, ADCS, the Care Quality Commission, DH, DfE and SOLACE. It also includes representatives with operational and academic expertise, as well as organisations that represent people that use services, their families and carers. The Community Wellbeing Board will continue to receive updates from this Board on progress as the work develops.

Principles

4. The Programme Board, working with local areas, will ensure that the programme is based on the following key principles:
 - 4.1 **Outcome focused:** with all actions directed to improve quality, safety and the experience of care that is appropriate to the individual from childhood onwards
 - 4.2 **Accountable:** developed in partnership with and accountable to people that use services and their family carers

- 4.3 **Challenging:** aiming to change culture and attitudes as well as services, including clinical practice
- 4.4 **Delivered at pace and scale:** recognizing the urgent need for improvements and the need to deliver rapid, fundamental and sustainable service redesign
- 4.5 **Sector-led:** supportive and complementing local self-assessments
- 4.6 **Open and transparent:** ensuring that information on progress and communications are clear and accessible.

Local improvement offer and stocktake

- 5. The programme is currently developing an improvement offer which will include support for, and challenge to local commissioners, with a focus on service redesign and practice development. This will be based on the current model of sector led improvement and will seek to work with existing structures and initiatives.
- 6. As part of this, significant levels of funding will be devolved to the regions in order to support activity that reflects their current needs and progress. A short 'stocktake' document will be circulated to local areas to allow for a self-assessment of the progress being made locally. This reflects the approach used to help assess the readiness of local authorities before the public health transfer.
- 7. The stocktake will provide a baseline of how local partners across health and social care feel they are delivering against key aspects of the programme. The stocktake will be circulated in the next few weeks, with a view to making the results public in late summer to enable local areas to benchmark themselves against others. This exercise will allow local areas to develop an action plan or similar to inform their future work and will help the further development of the improvement offer, with targeted and bespoke support to be offered if necessary.
- 8. The effectiveness of work across health and social care is one area the stocktake is likely to focus on. Board members may have views on what other key success factors local areas could be asked to evaluate their progress against. A summary report with top-line findings will also be prepared and it is proposed that this be brought back to the Community Wellbeing Board for further discussion.
- 9. Health and Wellbeing Boards (HWBs) will also need to assure themselves of progress being made in their areas and it is anticipated that Norman Lamb MP will write to Chairs of HWBs to highlight their crucial role in this work locally.

National offer

- 10. In addition to this local and regional focus, there will be a national, universal offer which will include supporting improvement via identifying and sharing innovation, measuring progress and challenge, and targeted support when appropriate.
- 11. As part of its initial work on this national offer, guidance on the key principles that should inform reviews of people's care has been issued. A national conference was been run on this issue at the end of March, to be followed by a series of engagement events for local commissioners across health and social care.

Priority theme areas

12. There also are four priority theme areas that will be crucial to the delivery of the Improvement Programme, with 'communications' and 'engagement and inclusion' operating as key strands that will run throughout all programme activity:
 - 12.1 Developing information sources to support improvement will enable local areas to measuring progress for redesign activity;
 - 12.2 Ensuring that service development and redesign starts from a whole life approach;
 - 12.3 Building a collaborative approach between local commissioners and the market; and
 - 12.4 The development of approaches to safeguarding, working with clinicians, and working with those who enact legislation and develop guidance to fulfil the overriding commitments of the Concordat.

Towards Excellence in Adult Social Care

13. The three year Towards Excellence in Adult Social Care programme is also funded by the Department of Health and reports to the Board every six months. 'Towards Excellence in Adult Social Care' works with and for councils to improve their performance in adult social care. The sector led initiative builds on the self-assessment and improvement work already carried out by councils. The key emphasis of its approach is on promoting innovation and collective ownership of improvement. Its core elements involve self-evaluation and self-awareness; regional work; providing robust performance data; and peer support and challenge.
14. Confirmation of the final funding from the Department is yet to be provided but it is anticipated that this will be significantly higher than the £500,000 provided in previous years. It is proposed that an update be provided at the next Community Wellbeing Board and that this item also incorporate an outline of the work undertaken on safeguarding adults.
15. More information on both programmes can be found at: www.local.gov.uk/adult-social-care

PART TWO: Health and Wellbeing System Improvement Programme

Introduction

16. The Health and Wellbeing System Improvement Programme will shortly be launched with an agreed proposal for the offer, which is outlined below. The LGA is currently at the final stages of agreeing a memorandum of understanding with Department of Health and receiving the grant funding of £1,800,000.
17. Joyce Redfearn has been appointed as the Programme Director for the first quarter and the building blocks for the delivery of the Programme are being put in place around governance, budget, staffing and communications.

Working in partnership

18. The LGA and partners (Public Health England, NHS England, Healthwatch England and the NHS Confederation) have agreed a vision for the Programme and a collaborative approach to co-produce an integrated and cohesive support offer that seeks to align resources, share learning and soft intelligence and utilise existing networks.
19. The leadership roles of Health and Wellbeing Boards, Healthwatch and Public Health within local government are crucial to realising opportunities in the new locally led health and wellbeing system to transform services and improve outcomes for the community. The partnership and Programme are designed to assist that local leadership deliver more and sooner.

Governance

20. The LGA Chief Executive will host a Round Table event on 22 May to bring together key strategic partners and following this meeting it is planned to establish a partnership board, the Health and Wellbeing System Improvement Steering Group. The purpose of which is to hold partners to account on how well they are co-ordinating support and to review capacity and progress on health and wellbeing improvement. In addition a smaller strategic leadership body of officers, the Health and Wellbeing System Leadership Group, will support the partnership board to take decisions on keeping support aligned, overseeing the programme and providing a coordinated response to emerging needs from local and regional sources.

Principles

21. The principles of the support offer are that:
 - 21.1 Health and Wellbeing Boards and delivering improved health and wellbeing outcomes are the focus for support;
 - 21.2 It uses tried and tested improvement tools;
 - 21.3 It is sector-led;
 - 21.4 It is a single offer bringing together three key themes of Public Health, Health and Wellbeing Boards and Healthwatch; and

- 21.5 All partners will make sure that they align their support offers with this programme to ensure a consistent approach to health and wellbeing improvements.
22. The Health and Wellbeing System Improvement Programme will offer support at a local, regional and national level.

Local: Tailored support

23. Peer challenge is a tried and tested LGA sector-led improvement tool. A Health and Wellbeing Peer Challenge has been developed collaboratively and is in the pilot stage. This can be commissioned by councils to focus on locally identified priorities around the transfer of Public Health, Health and Wellbeing Boards and local Healthwatch.
24. For 2013/14 we are planning a programme of 15 peer challenges. The offer is open to all 153 upper tier and unitary councils. We encourage councils to book a peer challenge at a time of their choosing over this period. The programme will be demand led.

Regional approach driven by local choices

25. The support programme will devolve substantial funding to the regions in order to be responsive to local need, commission support, and build on local networks and capacity.
26. Regional funding will be made available as part of a grant agreement with clearly defined criteria to demonstrate value and outcomes against the existing outcomes frameworks, share learning, and input regularly into live communications to ensure a strong regional and local voice. It is expected that regional funding will be available throughout the year in order to be able to respond to issues as they arise. The sum to be allocated to the regions is less than £300,000 so regional arrangements will need to be proportionate.

National pillars

27. There are four national pillars of the offer:
- 27.1 **LG Inform**; LG Inform is an on-line data and benchmarking tool and part of the LGA's core offer to the sector. As part of this programme a specific package will be developed to bring together key benchmarking information on public health that health and wellbeing boards, councils, local people and voluntary organisations can use to monitor trends and benchmark. Data and information will also be produced to support the peer challenges.
- 27.2 **The LGA Knowledge Hub**. The K-Hub supports on-line networking and LGA will continue to support the existing National Health and Wellbeing Learning Network established last year for health and wellbeing boards which now has 1,070 members. Resources will be developed and on-line events will be programmed throughout the year.

- 27.3 **Healthwatch Implementation Team.** This small, expert team deployed in each region will continue, in the immediate term, to provide 'trouble shooting' capacity and to provide tailored support to local authority commissioners. The LGA and Healthwatch England are currently co-producing a joint work programme. This programme will be framed around; joint events and publications for the two audiences of local healthwatch and local authority commissioners, troubleshooting capacity and tailored support in response to recommendations in the Francis Review.
- 27.4 **National Sharing learning events.** It is planned to hold national sharing learning events throughout the year. The first two of these will be run in partnership with NHS England and are planned for 24th June (London) and 25th June (Leeds) for key partners in the Health and Wellbeing Boards, Public Health, CCGs, NHS England area teams, regional Public Health England and partners in Public Health to share experiences and learning.

Communications and Stakeholder Engagement.

28. Communications and engaging with stakeholders are key to the success of the offer through consistent messaging and universal access to support across the new health system. A Communications Strategy will be developed with partners to underpin the offer, encompassing all types of social media and existing networks. To be successful we want to create a dialogue and voice for local health and wellbeing improvements both locally and through encouraging live dialogue with the regions.

System leadership

29. Although this is not part of the Health and Wellbeing System Improvement Programme, under this grant arrangement strong links will be made to the support available for System Leadership. The System Leadership programme creates system change through leadership development across health and local government and other key players at a local level. The programme aims to support places as they evolve stronger shared / collaborative leadership on a chosen priority area in order to deliver improved outcomes.
30. The application process is now open through the Chairs of Health and Wellbeing Boards.