

ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
1 SEPTEMBER 2015

UPDATE ON THE BETTER CARE TOGETHER PROGRAMME

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of Report

1. The purpose of this report is to provide members of the Committee with an update on the Better Care Together Programme and to highlight some of the implications for Adult Social Care in Leicestershire.

Policy Framework and Previous Decisions

2. The requirement to ensure that there is an integrated approach to planning NHS and Adult Social Care Services is a longstanding national Government policy. This is now enshrined in the Care Act 2014, which places this as a duty on all upper tier local authorities.
3. Progress in developing the Better Care Together Programme was reported to the Health and Wellbeing Board on 17 July 2015. There was also an all Member Briefing on 22 July 2015 which provided a general update on the Programme and the presentation used for this is attached as Appendix A.

Background

4. Better Care Together is a major change programme that will reconfigure the way that health and social care is delivered across Leicestershire, Leicester and Rutland over five years 2015-20. It is run by a partnership of all health and social care delivery organisations in the sub-region, plus the health and wellbeing boards, Healthwatch, a public and patient involvement group and members of the voluntary sector.
5. Appendices A and B outline the general background and the programme's key achievements to date.

Implications for Adult Social Care

6. Adult Social Care already plays a pivotal role in making the health and care system and economy work effectively. Any programme of such change needs to gain an effective engagement from local authorities for it to work. The movement of the delivery of treatment and care from acute to community settings (sometimes referred to as "left shift") will make this even more important over time. This means that increasingly the processes for planning and delivery of health and social care will be undertaken jointly. This has significant implications for future governance, and these will need to adapt to more integrated ways of commissioning, delivering and

overseeing health and care services.

7. The programme will mean that there will be significant changes to the way in which many of the services will be configured and developed. All of the programme's workstreams will have an impact on Adult Social Care to a greater or lesser extent. For example, within the Long Term Conditions and Frail Older People's workstreams there is an intention to reduce the number of people admitted to an acute setting by enabling more self-care and providing more responsive community services that can be mobilised quickly to avert an avoidable admission. This will require better support for informal carers, more effective advice and support to enable self-care and an expansion of integrated seven day crisis response services. All these enhanced interventions will require a significant contribution from Adult Social Care and other Council departments, if a reduction in the number of required acute beds is to be achieved.
8. There are also significant impacts that changes within the Council will have on the NHS partners within the programme. The most significant of these is the scale of the financial challenge facing the Council in the light of the reductions in Central Government funding for local authorities. With the additional demand pressures facing Adult Social Care this means that the Council will no longer have the resources it would need to maintain the existing service offer. The strategy to manage increasing demand will mean that more will have to be done to prevent the need for services in the first place, reduce the numbers and needs of people who may require services, delay the point at which services are required and offer only the level of support that people really need. This strategy will have a large impact on the NHS, so it is vital that it is planned and implemented in a co-ordinated manner within the programme.
9. Each upper tier council will have its own separate strategy for Adult Social Care, but the key themes will be broadly consistent. There will also be an overarching Adult Social Care framework that will pull these together to ensure that the contribution of, and the impact of the planned changes within social care is properly understood across the partnership. The framework will also facilitate the development of an overarching financial understanding of the impact of the programme on social care across the whole economy.
10. This understanding will facilitate the development of an integrated NHS and Adult Social Care financial model for the whole health and care economy. This will outline how the financial resources will flow to enable "left shift", and to plan for financial balance across the whole system.
11. Some of the workforce challenges facing the Adult Social Care workforce have previously been reported to this Committee as part of the report of the Scrutiny Review Panel on Help to Live at Home. These workforce issues exist across the whole sector and in all local authorities. The Panel noted the difficulties many employers experience in recruiting and retaining staff with the right skills and experience. It was also concerned about improving the conditions of service for staff, particularly in relation to paying staff for travel time and avoiding the misuse of zero hours contracts. The Panel made recommendations that contracts should only be awarded to providers with staff with the right skills and that in future the Council should ensure effective monitoring of staff conditions. These will be necessary requirements if there is to be a workforce with the capacity and capability to deliver

the volume and quality required for new service models. A key enabler within the programme is a Workforce Enabler which is developing a plan to ensure that there is an integrated health and social care workforce plan in place.

Conclusions

12. The Better Care Together Programme and its Five Year Strategy has very significant implications for the future of Adult Social Care in Leicestershire. Increasingly the NHS and Social Care systems in Leicestershire will become more integrated and this programme will be one of the key ways in which this change will be overseen and delivered.

Recommendations

13. The Committee is recommended to note the contents of this report.

Timetable for Decisions

14. The Better Care Together Five Year Strategy and the first tranche of key services reconfigurations will be subject to a major public consultation in late November 2015. This Committee will be able to put forward its views as part of this consultation.

Resource Implications

15. One of the programmes key objectives is to achieve financial balance within the total health and care economy. This will be a very significant challenge given the anticipated demographic changes in the population leading to growth in demand, and the resource constraints planned for the NHS and local authorities.
16. As outlined earlier the programme will see a significant shift of activity taking place from acute services to community and primary care services, meaning fewer acute beds and more interventions within people's own homes. This shift in activity will result in a commensurate shift in financial and workforce resources towards community services. The financial and service implications of this for the Council are very significant particularly given the spending reductions planned in the Medium Term Financial Strategy. This will mean a continuing resource shift from the NHS to the Council.

Background Papers

None

Circulation under the Local Issues Alert Procedure

None

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List of Appendices

Appendix A - Presentation to the All Member Briefing on Better Care Together July 2015.

Appendix B - What is Better Care Together?

Relevant Impact Assessments

Equality and Human Rights Implications

17. The Better Care Together Five Year Strategy has been subject to full Equality and Human Rights Impact Assessment (EHRIA). Any proposed service changes arising from the programme would be subject to further EHRIAs.

Partnership Working and Associated Issues

18. Better Care Together is a partnership transformation programme. The partnership implications have been highlighted throughout this report.