

Central Bedfordshire Health and Wellbeing Board

Contains Confidential or Exempt Information No

Title of Report System Leadership Programme

Meeting Date: 5 September 2013

Responsible Officer(s) Celia Shohet

Presented by: Richard Carr

Action Required:

To participate fully in the design and delivery of the programme in order to improve outcomes for local residents.

Executive Summary

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| 1. | Central Bedfordshire Health and Wellbeing Board have been successful in their application to participate in the system leadership programme. This provides a package of support for the board to work on a 'breakthrough issue' whilst advancing leadership to the benefit of residents.

This paper outlines the next steps and implications for the board. |
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Background

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| 2. | The System Leadership programme is a collaboration between Public Health England, National Skills Academy for Social Care, NHS Leadership Academy, Virtual Staff College, Local Government Association and the Leadership Centre, that enables areas to create system wide change through leadership collaboration and development. |
| 3. | Applicants were asked to identify a break through issue which they wished to undertake in order to develop system leadership generally for the benefit of other areas in the future. Our letter of application is in Appendix 1. We were informed of our successful bid on the 2 August. |
| 4. | As part of the programme, an 'enabler' will work with us in Central Bedfordshire. Enablers will be funded for an average contact time of one day per week until the end of this financial year. We will also have access to further varied support including: |

	<ul style="list-style-type: none"> • learning networks hosted by the King's Fund • participation in Future Vision – a national leadership development programme • access to the knowledge-hub where information from the across the places involved in the programme will be shared • a number of free consultancy days from a limited range of private sector partners • participation in the Commissioning Academy
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Detailed Recommendation I don't think we need this section

5.	That the Board endorse the successful application for system leadership support and participate fully in the design and delivery of the programme in order to improve outcomes for local residents.
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Issues

Strategy Implications

6.	Improving outcomes for frail older people is one of the priorities within the Health and Wellbeing Strategy and an area where the Board acknowledges that it would wish to make rapid progress. The system leadership programme should enable this and importantly ensure that learning is applied to other priorities for the Board where an integrated approach is required.
7.	The successful bid for system leadership support will not impact in any way on the outcome of the pioneer bid, expected in late September.

Governance & Delivery

9.	The governance and methodology for managing day to day progress of the programme has yet to be agreed. The Leadership Centre has indicated that there will be a 'light touch' approach to performance managing the programme.
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Public Sector Equality Duty (PSED)

11.	The PSED requires public bodies to consider all individuals when carrying out their day to day work – in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, harassment and victimisation, advance equality of opportunity, and foster good relations between in respect of nine protected characteristics; age disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
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	Are there any risks issues relating Public Sector Equality Duty	No
	No	

Identified Risk	Likelihood	Impact	Actions to Manage Risk

Source Documents	Location (including url where possible)

Presented by Richard Carr



Mr John Jarvis
Leadership Centre
Local Government House
Smith Square
London SW1P 3HZ

Your ref:
Our ref:
Date: 31 May 2013

Dear Mr Jarvis

System Leadership – Local Vision

I write on behalf of Central Bedfordshire's Health and Wellbeing Board to express our strong desire to participate in the System Leadership Programme. As a relatively new Council, working closely with a new Clinical Commissioning Group, we want to increase the pace of change in delivering improved outcomes for our local residents and believe that the system leadership programme can help us do this.

The local context

The Board agreed its Joint Health and Wellbeing Strategy in January and has set itself some challenging outcomes. At the outset the Board considered that improving outcomes for frail older people, including dementia, was an area of particular focus.

There are an estimated 6,500 frail older people in Central Bedfordshire currently and this is expected to double within the next 20 years. Whilst there is some excellent local service provision, at times it can be disjointed, responding to rather than preventing crisis, with too many people losing their independence.

Our local system is not straightforward; Central Bedfordshire does not have an acute provider within the Council area, therefore we have to build an integrated response to meet the needs of people being discharged from a number of hospitals. In addition given that the Board also 'shares' the CCG, is a relatively small player with respect to the NHS England Area Team and has providers that serve over a number of HWB Boards, we need to achieve consistently improved outcomes for residents against a complex backdrop. This requires leadership from the Board to influence and steer the local system proactively rather than reactively.

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Our breakthrough issue

We have made some good progress in improving outcomes for frail older people e.g. developing alternatives to acute admission and an urgent falls response service, which have resulted in higher proportions of older people returning or staying at home. However to achieve significant change, our local system will need to work radically differently through:

- integrating and re-designing urgent care pathways across a number of acute providers
- adopting a more preventative approach – we have recently agreed a preventative approach across the system and can use this opportunity to embed this further and faster
- developing a better understanding of the relationship between spend and outcomes across health and social care, ensuring that we use this to improve outcomes across the system with a particular focus on dementia care.

The system leadership programme can help facilitate the Board to breakthrough some of the issues and barriers which have slowed progress previously, such as, developing high levels of trust within a new system which has significant pressures and in moving resources and data across organisational boundaries.

What difference we will make

We want to ensure that as well as reducing the numbers of urgent admissions to acute or residential care, that the experience of customers is improved, that prevention is at the heart of the offer we give and that care is integrated across the health and social care system for those who need it. The specific metrics have been identified to assess progress.

How we will share good practice

The outcomes from this programme will enable the leaders within the system to apply the learning regarding frail older people to tackle other areas where a more integrated approach is required, for example, Mental Health services.

Importantly learning will be shared with other similar systems, for example, those working in a predominantly rural location with pockets of significant deprivation or where care needs to be integrated with multiple providers. The Council and its partners have a good track record of sharing learning at both a national and regional level, for example, presenting at conferences, organising workshops, hosting webinars and contributing to the LGA knowledge hub.

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I hope that this letter illustrates the strong commitment and enthusiasm we have to use and share the opportunities this programme presents and can confirm our willingness to contributing the £10,000 funding required.

Yours sincerely

A handwritten signature in black ink that reads "P.E. Turner." The signature is written in a cursive style with a large initial "P" and "E".

Clr Tricia Turner MBE
Chair of Central Bedfordshire Health and Wellbeing Board
Executive Member for Economic Partnerships

Email tricia.turner@centralbedfordshire.gov.uk