

CENTRAL BEDFORDSHIRE HEALTH AND WELLBEING BOARD

Date of Meeting

29 November 2017

Integration and Better Care Fund Plan 2017/18 - 2018/19

Responsible Officer(s) Julie Ogle, Director of Social Care, Health & Housing
Central Bedfordshire council
Caroline Kurzeja, Director of Strategy and Transformation
(Interim) Bedfordshire Clinical Commissioning Group

Presented by: Julie Ogle, Director of Social Care, Health & Housing
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Contains Confidential or Exempt Information Yes/no

RECOMMENDATIONS

The Health and Wellbeing Board is asked to:

1. Note the submission of the Integration and Better Care Fund Plan 2017-19 and outcome of the assurance process.
2. Note the strategic alignment of the Integration and Better Care Fund Plan to the STP's Priorities and the emerging Out of Hospital Strategy.
3. Note and approve the revised governance framework establishing a Transformation Board for Central Bedfordshire as a sub-group of the Health and Wellbeing Board.

Purpose of Report

1. To inform the Health and Wellbeing Board on details of the Integration and Better Care Fund Plan for 2017-19 that was submitted to NHS England on 11 September 2017.(Appendix 1)
2. To inform the Board of the strategic alignment of the Integration and Better Care Fund Plan (BCF) with the 'Place Based' Out of Hospital Strategy and key priorities of the Sustainability and Transformation Partnership (STP), including the Collaborative Investment and Savings Programme (CISP).
3. To inform the Health and Wellbeing Board of the proposed governance structure and to approve the terms of reference of the Central Bedfordshire Transformation Board.
4. To update the Health and Wellbeing Board on the outcome of the assurance process for Central Bedfordshire's Integration and Better Care Fund Plan.
5. To inform the Board of the requirement to produce a S75 agreement for the 2017/19 Integration and BCF Plan.

Background

1. The [Integration and Better Care Fund Policy Framework](#) for the two year 2017-19 BCF was published in March 2017. The Policy Framework for the Fund covers two financial years to align with the NHS operational plan timetables and to give areas the opportunity to plan more strategically. The Planning Guidance for the BCF Plan was published in July 2017 with a submission deadline of 11 September 2017.
2. The Health and Wellbeing Board at its meeting in July 2017, confirmed delegated authority to Central Bedfordshire Council's Director of Social Care, Health and Housing and Bedfordshire Clinical Commissioning Group's Director of Commissioning in consultation with the Chair of the Health and Wellbeing Board to sign off the 2017/19 Plan.
3. The policy framework sets out the story of the integration of health, social care and other public services. It provides an overview of related policy initiatives and legislation, as well as the Government's proposals for going beyond the BCF towards further integration by 2020.
4. The 2017/19 BCF Plan builds on the 2016/17 plan and is a key mechanism for the delivery of integration. The submitted Plan responds to the requirement to set out how the four national conditions will be met to:
 1. Produce a jointly agreed narrative plan detailing how health and social care integration will be achieved by 2020 and complete a spending plan which sets out funding for each of the BCF schemes.
 2. Maintain the NHS Contribution to social care and the CCG minimum contribution including the financial uplift minimum.
 3. Invest in NHS Out of Hospital Services.
 4. Manage transfers of care and produce a plan for implementing the 'High Impact Change' Model.
5. The Central Bedfordshire Better Care Fund creates a pooled fund of £22.896m in 2017/18 and £24.312m in 2018/19 to support the delivery of integrated care. This is made up of a contribution of £5.536m and £6.511m from Central Bedfordshire Council; £15.549m and £15.844m from Bedfordshire Clinical Commissioning Group as well as the Improved Better Care fund of £1.810m and £1.956m respectively, over the two years of the Plan.
6. Appendices 2a and 2b show the planned BCF expenditure by Scheme Sub Type in 2017/18 and 2018/19.
7. The submitted Plan outlines the local vision and approach to integration, the case for change and demonstrates alignment with the local strategic vision of the Sustainability and Transformation Partnership (STP) and the GP Forward View.

Achievements in the BCF Plan 2016/17

8. In the second year of our BCF Plans, there has been demonstrable evidence of the impact on the health and care system with good progress on a number of key projects, such as multidisciplinary working in localities and relationships with care providers, particularly Care Homes. Local partnerships are strengthened and there is greater collaboration across services to deliver integrated and improved outcomes for people. There has been partnership working on key areas to enhance joint care delivery and integration, such as:

- Partnership approach to the re-commissioning of Community Health Services.
- Establishment of a 'place based' multidisciplinary approach, with staff from community, mental health and social care, bringing care close to people in their localities. This approach started in Ivel Valley and is now progressing to co-location of the Ivel Valley team at the Biggleswade Hospital site as an interim solution. Work is also ongoing to facilitate interim co-location of the team at the Biggleswade Hospital site. Plans are underway to roll out this approach across Central Bedfordshire from November 2017.
- Partnership working with the Community Health Services Provider has improved significantly and a joint associate director post has been established.
- Progress has been made in the joint approach in relation to assessment and there is closer alignment of intermediate care and reablement services.
- The project to train 'Falls Champions' in Care Homes has been successful, with Falls Champions now established in 94% of Care Homes in Central Bedfordshire. In 2016/17 Falls champions were invited to quarterly meetings for education, peer learning and support on falls prevention specific topics including Dementia, Medication, getting up safely following a fall. There has been a positive impact on the number of falls and individual residential and nursing homes have reported reductions in falls. Overall for Central Bedfordshire there has been a reduction in emergency admissions for falls by 8% based on 2015/16 outturn against a predicted 2% increase.

Details on progress against the 2016/17 Plan is set out in Section 5 (page 19) of Appendix 1.

Delivering the Integration and Better Care Fund Plan 2017/19

9. The 2017/19 Integration and Better Care Fund Plan maintains the priorities and outcomes of the Health and Wellbeing Board. It is focused on securing integrated outcomes through close alignment with the Out of Hospital Strategy and the priorities of the Sustainability and Transformation Partnership for Bedfordshire, Luton and Milton Keynes.

10. The Plan reiterates the ambition for a real shift in the balance of care from acute hospitals and institutionalised care to a more community based delivery.
11. Cllr Spurr, Chair of the Health and Wellbeing Board, in his introduction to the Plan, observed the opportunity presented as one of the eight areas to become an Accountable Care System, to bring together at pace, a range of services to deliver integrated care for the local population as well as to begin the process of redefining relationships between Commissioners and Providers to focus on collaboration and service improvement in context of place based care.
12. Details of the five broad schemes in the 2017-19 BCF Plan are described in the Planning Template. The schemes are:
 1. Prevention and Early Intervention
 2. Delivering Integrated and improved Outcomes through Out of Hospital Services
 3. Integrated health and care hubs
 4. Enhanced care in care homes
 5. High Impact Change ModelSpecific scheme deliverables are set out in Appendices a-e. (BOSCARDS)
These schemes build on previous BCF Plans and are influenced by the review and performance monitoring of delivery against the BCF Plan for 2016/17.
13. The 2017/19 Integration and Better Care Fund Plan also sets out investment plans for the Improved Better Care Fund in line with the requirements of the national conditions and particularly condition 4 – implementing the High Impact Change Model focused on reducing delayed transfers of care.

Strategic Fit

14. The Integration and Better Care Fund Plan has a key role in enabling a 'Place Based', system wide vision and as such the schemes and projects set out in the Plan relates to, or is a component part of the STP Priority areas, including the Collaborative Investment and Savings Programme and projects from the Out of Hospital Strategy. Appendix 3
15. The new provider of Community Health Services will be key to the successful delivery of these Integration and Transformation Plans.
16. The aim of this service is to achieve integration, innovation and the provision of services that are providing people with the right care, in the right place at the right time, first time, by staff with the competencies and skills to meet the needs of the local population which complement and work together with acute care services. The specification is 'Place' specific and sets out the local context and needs of Central Bedfordshire's population.

17. The outcome based contract for adults is built around five 'I statements' to ensure that, as well as quantitative outcomes, the outcomes framework also pick up what matters to the people receiving services.
- I want to stay healthy and active for as long as possible
 - I want access to the best quality care available in order to live as I choose and as independent a life as possible
 - I want to be helped by a person who co-ordinates my care and is supported by a team with the specialist knowledge to understand my health and social care needs
 - I want to be actively involved in decisions about my care and enabled to make informed choices that meet my goals
 - I want good clinical outcomes
18. These outcomes are underpinned by 21 indicators for adult services including measures such as emergency readmissions, unplanned admissions for conditions which should normally be managed in the community and reduced length of stay in hospitals.
19. It is important that the delivery of the Integration and Better Care Fund Plan is set within the context of these initiatives and that local plans and strategies are coordinated to maximise impact and secure system-wide improvements.

Governance

20. The Health and Wellbeing Board has a statutory responsibility for integration of health and social care and overall governance for the Integration and Better Care Fund Plan. The Health and Wellbeing Board will be supported by a Transformation Board comprising Chief Officers and Directors of the CCG, Central Bedfordshire Council and other Health and Care Service partners.
21. A Transformation Board with the responsibility for driving forward a 'place based' system wide transformation of health and social care in Central Bedfordshire has been established. The Transformation Board is the 'Place based Board' for the STP. The Terms of Reference for the Central Bedfordshire Transformation Board is attached in Appendix 4. The BCF Commissioning Board has been merged into the Transformation Board.
22. The new Board brings together the STP wide priorities and will have oversight of the delivery of key strategies agreed by the Health and Wellbeing Board. These include:
- The Health and Wellbeing Strategy
 - The Out of Hospital Strategy
 - The Integration and Better Care Fund Plan 2017-19
- And will ensure the linkage with connected strategies, such as, the Primary Care Strategy.
23. The new Board will have oversight of the Integration and Transformation delivery framework which consolidates the key deliverables of the Integration and Better Care Fund Plan, the Out of Hospital Strategy and the STP's Collaborative Investment and Savings Programme (CISP). A High level Programme Plan with timescales for delivery will underpin this framework, which will be monitored by the Board and report to the Health and Wellbeing Board.

24. The proposed governance framework is attached as appendix 5

Outcome of Assurance Process

25. The Chair of the Health and Wellbeing Board was informed that following its meeting on Thursday 5 October, NHS England Executive Group agreed that Central Bedfordshire's BCF plan submitted in September has been placed in the '**Approved with conditions**' category.
26. It was felt that although the Plan met the principal conditions for approval, including national conditions 1, 2 and 3 and most of the planning requirements, it did not meet all the requirements of the published Integration and Better Care Fund planning requirements for 2017-19 due to a number of outstanding issues identified through the regional assurance process.
27. Authorisation to enter into formal Section 75 agreement, whereby funding will be transferred into a pooled fund subject to compliance with the conditions applied, has been granted.
28. It was noted that whilst the Central Bedfordshire Plan is strong, the review process identified a number of areas for improvement which once addressed will enable the Plan to move to a fully approved status.

NHS England's approval of the submitted plan is therefore subject to the following specific conditions being addressed:

1. Planning Requirement 9 - Resubmission of a single detailed Risk Log which captures strategic delivery risks and project delivery risks with a description of how these risks will be proportionally mitigated or managed operationally.
2. Planning Requirement 13 - Explain 3% year on year increases for 2017/18 and 2018/19. Clarify impact of new short and long term "SALT" measures on forecasts; clarify population figures relied on and impact on forecasts; and include delivery risk and mitigation in the revised risk log.
3. Planning Requirement 14 - Clarify reasons for fall in reablement outcomes.

Reasons for the Action Proposed

29. The Better Care Fund Planning Guidance requires that Plans are signed off by Health and Wellbeing Boards and by the constituent Council and Clinical Commissioning Group.
30. The BCF is the only mandatory policy to facilitate integration of health and social care and the continuation of the BCF itself. It brings together health and social care funding.
31. The Health and Wellbeing Board (HWB) has a statutory duty to promote integration and is seen as a valuable forum for stakeholders to come together to review performance of the BCF and consider opportunities for transforming

health and social care. The expectation is that HWBs will continue to oversee the strategic direction of the BCF and the delivery of better integrated care, as part of their statutory duty to encourage integrated working between commissioners.

32. The BCF Plan for 2017/19 aligns and contributes to the delivery of the national health and care strategy as set out in Delivering the Five Year Forward View, published in December 2016 and the emerging Sustainability and Transformation Plan.
33. The BCF Plan is consistent with the priorities of Joint Health and Wellbeing Strategy for Central Bedfordshire for improving health, wellbeing and reducing health inequalities.

Conclusion and next steps

34. A revised narrative plan that addresses the issues identified by the NHS England Executive Group, above to fully meet the planning requirements will be submitted by Thursday 2 November with the aim to have a fully approved plan in place by Thursday 30 November.
35. A Section 75 agreement will be drawn up as required by the BCF Planning Guidance.
36. Continue to mobilise the key projects to meet the aims of the 2017/19 Plan and secure integrated and improved outcomes for Central Bedfordshire residents.
37. Develop a consolidated monitoring and reporting framework for the cross cutting areas of the BCF, CISP and Out of Hospital Strategy which will be monitored by the Transformation Board on behalf of the Health and Wellbeing Board.

Issues

Governance & Delivery

1. The Health and Wellbeing Board has a statutory duty to provide oversight of the local health and care system. Delivery of the Better Care Fund Plan is a key mechanism by which the Health and Wellbeing Board is able to fulfil its duty to promote integration of health and social care to advance the health and wellbeing of people in Central Bedfordshire.
2. Progress on the Better Care Fund Plan will be reported to the Health and Wellbeing Board and delivery will be monitored by the Central Bedfordshire Transformation Board. The Health and Wellbeing Board will provide overall assurance and sign off performance monitoring returns.

Financial

3. The required level of funding for the Integration and Better Care Fund increased in 2017/18 and for 2018/19 and includes the Improved Better Care Fund allocations.
4. The Central Bedfordshire Better Care Fund creates a pooled fund of £22.896m in 2017/18 and £24.312m in 2018/19 to support the delivery of integrated care.

This is made up of a contribution of £5.536m and £6.511m from Central Bedfordshire Council; £15.549m and £15.844m from Bedfordshire Clinical Commissioning Group as well as the Improved Better Care fund of £1.810m and £1.956m respectively, over the two years of the Plan.

5. A significant proportion of the pooled fund, apart from the IBCF is not new money and is tied to the current community health services contract. The total spend on Out of Hospital Services in the two years of the Plan equates to £10.7m and £10.9m respectively.
6. The new iBCF is paid directly to the council via a Section 31 grant from the DCLG. The Government has attached a set of conditions to the Section 31 grant to ensure it is included in the BCF at local level and will be spent on adult social care. The use of this additional funding was agreed by Central Bedfordshire Council's Executive and subsequently by the Health and Wellbeing at its meeting in July 2017.
7. As set out in the Assurance Letter, the pooled fund is subject to a Section 75 agreement. The expenditure plan and resource for the schemes set out in the plan is subject to the allocation of the required funding from NHS England to the CCG.
8. The financial management, performance management and governance arrangements for the pooled fund are also specified in the S75 agreement.

Public Sector Equality Duty (PSED)

9. 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 and 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.
10. Are there any risks issues relating Public Sector Equality Duty Yes/**No**
11. If yes – outline the risks and how these would be mitigated

Source Documents

Location (including url where possible)

Appendix 1 - Integration and Better Care Fund Plan for 2017-19
Appendices 1a-1e - Key Delivery Projects (BOSCARDS)
Appendix 2a & 2b - BCF Expenditure by Scheme Sub Type 2017/18 and 2018/19
Appendix 3 - Strategic Fit - Outline of Initiatives and Projects
Appendix 4 - Terms of Reference for the Central Bedfordshire Transformation Board
Appendix 5 - Proposed Governance Framework