



Report of the Directors of Public Health, Adult Social Services and Children’s Services

Report to Executive Board

Date: 17th July 2013

Subject: Leeds’ Expression of Interest to become an “integrated health and social care pioneer”

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

Leeds has a strong track record of leading on one of the most fundamental and challenging issues facing Health and Social care systems both in the UK and internationally: integration. The city has established innovative, nationally recognised approaches to integrated health and social care; building on Leeds’ excellent work, in May 2013, the Care and Support Minister invited local areas to apply to become ‘health and social care integration pioneers’. Pioneers will lead the way in further testing out ambitious and innovative approaches to integrated care. The Health and Wellbeing Board agreed that Leeds would submit an Expression of Interest (attached at Appendix 1) as becoming a ‘pioneer’ will present a real opportunity for Leeds to become the Best City for Health and Wellbeing in the UK by further increasing the scale and pace of integration and contribute to achievement of the Joint Health and Wellbeing Strategy. It will also contribute to the Council’s business plan in several ways, e.g. helping to deliver the Better Lives programme, supporting the Council to become an efficient and enterprising Council and enabling health and social care services to enter into a new social contract with the people of Leeds. There is also potential to demonstrate that we are deserving of more powers with regard to making the most of devolution, through more support to allow local flexibilities.

Leeds’ offer will comprise three interlocking strategic themes: innovate (data and information governance), commission (best and flexible use of resources, building on existing integrated commissioning arrangements to move further and quicker towards pooled funding opportunities) and deliver (people and systems). Demonstrating our coherent vision of the way in which these three themes interlock to achieve better outcomes and quality of experience for the people of Leeds will be crucial to the success of the EoI. The outcome of the bid is expected in September 2013.

Recommendations

1 Executive Board is recommended to:

- Note that the Executive Lead Member for Health and Wellbeing was nominated by the Health and Wellbeing Board to approve the final Expression of Interest (EoI) prior to its submission on 28th June 2013.
- Note that the EoI to become an integrated health and social care pioneer has been submitted and that the first cohort of pioneers will be announced in September 2013.
- Support the Leeds transformation offer described in the EoI, should Leeds be successful.
- Note that becoming a pioneer will enable Leeds to improve outcomes around health and wellbeing for the people of Leeds.

1 Purpose of this report

- 1.1 This purpose of this report is to: inform Executive Board of the Leeds Health and Wellbeing Board's Expression of Interest (EoI) to become an 'integrated health and social care pioneer'; to set out how becoming a pioneer can help Leeds achieve its ambition of becoming the Best City for Health and Wellbeing in the UK, and to ask for the support of Executive Board to go further and faster in integrating health and social care, should the EoI be successful.

2 Background information

- 2.2 One of Leeds' ambitions is to become the Best City for Health and Wellbeing: the Health and Wellbeing Board recently agreed the Joint Health and Wellbeing Strategy (JHWS) for Leeds which has five outcomes, fifteen priorities and four commitments to improve the health and wellbeing of people in the city. Furthermore, the Health and Wellbeing Board has a duty to promote integration and becoming an Integrated Health and Social Care 'pioneer' will enable the city to leverage additional support to further increase the scale and pace of transformation to achieve our person-centred vision for integrated care.
- 2.3 Leeds has a strong track record of leading on integration, one of the most fundamental and challenging issues facing Health and Social care systems both in the UK and internationally. Accordingly, the Care and Support Minister visited Leeds when developing his integrated health and social care policy, of *Integrated Care and Support: Our Shared Commitment*, and cited Leeds as a national exemplar. Leeds received national media coverage as an example of how integration as proposed in the publication can take place.
- 2.4 Twelve of the national leading bodies of health and care signed up to a series of commitments to support the government's plan, including asking localities to test out ambitious and innovative approaches to delivering joined up care. To this end, an invitation was issued for localities to submit Expressions of Interest to become 'pioneers' and the Health and Wellbeing Board agreed that Leeds was well placed to submit an expression of interest. This was submitted on 28th June and is attached as an appendix.
- 2.5 The EoI was led by the Health and Wellbeing Board on behalf of whole health and social care system. Partners include: Adult Social Care, Children's Services, the three Clinical Commissioning Groups (Leeds North, Leeds South and East, Leeds West), HealthWatch, Leeds and Partners, Leeds and York Partnership Foundation Trust, Leeds Community Healthcare, Leeds Teaching Hospitals Trust, Yorkshire Ambulance Service NHS Trust and Third Sector partners, both local and national.

2.6 Main issues

Current picture of integrated health and social care in Leeds

- 2.7 Leeds' innovative and internationally recognised approach to integrated health and social care is well underway as part of the wider children and young people and adults' health and social care transformation programme. Examples of best practice in terms of delivery include co-located adult integrated health and social care teams which bring together community

nursing, social care staff and others and also the establishment of “early start teams” which bring together local children’s centres and health visiting services.

- 2.8 Additionally, key partners in the health and care sector (brought together by Leeds and Partners) are working to establish Leeds as the leading national and international centre for health innovation, through the Leeds Health Innovation Hub. Furthermore, Leeds is leading a national project to fast-track the development of a Local Public Services Information Governance Toolkit which will play a key role in a significant role to play in accelerating and strengthening integrated health and social care by addressing one of the key barriers of disparate information governance arrangements across the health and social care system.
- 2.9 More information about Leeds’ excellent track record and how we intend to use the opportunity to become a pioneer and thus to take this to the next level is detailed in the Expression of Interest attached at Appendix 1.

Leeds’ transformation offer

The overall vision expressed in the bid is to improve patient-centred care by going further and faster on our journey towards integrated care across Leeds. Quality of experience for the people of Leeds is at the heart of our approach across three key strands:

Innovate: to create a dynamic ‘innovation hub’ that will encourage, enable and implement new solutions and approaches

Commission: to create the right environment and build on existing integrated commissioning arrangements to move further and quicker towards pooled funding opportunities to deliver better outcomes

Deliver: to build on our existing successes to create truly joined up care and support built around people’s needs and expectations.

3 Corporate Considerations

3.1 Consultation and Engagement

- 3.2 The Health and Wellbeing Board discussed the intention to submit an EoI at the inaugural meeting on 22nd May 2013. A robust consultation and engagement process was developed to ensure that all stakeholders, including all members of the Health and Wellbeing Board and their individual organisations, were able to comment on the proposed direction of travel, then to shape and influence the draft expression of interest. The first draft went to Cabinet on 17th June 2013. Councillor Mulherin signed off the bid on behalf of the Health and Wellbeing Board, as it did not meet prior to the submission deadline of 28th June.
- 3.3 The current Leeds approach to health and social care, and how the city wants to go further and faster, has been developed collaboratively with service users and the frontline workforce. Building on the National Voices consultation, local patient/service user voices of all ages have been used to frame the vision for person-centred care.

3.4 Equality and Diversity / Cohesion and Integration

3.4.1 At the heart of Leeds' Eol is a clear commitment to improve outcomes for vulnerable groups, including older people and those with long term and complex conditions [adults, children and young people] in line with the Joint Health and Wellbeing Strategy and the Children and Young People's Plan. To meet the criteria to become a 'pioneer', the bid focused on the needs of specific vulnerable population groups to ensure everyone has the same opportunity to benefit from high quality, joined up care.

3.5 Council Policies and City Priorities

3.6 If Leeds' bid to become an integrated health and social care pioneer is successful, this represents a real opportunity to impact on health and social care outcomes across all age groups and help the Council achieve its ambition of becoming the Best City for Health and Wellbeing. In particular, becoming a pioneer will make a significant contribution towards two of the four commitments of the JHWS: 'to increase the number of people supported to live safely in their own homes' and 'ensure everyone will have the best start in life'.

3.7 In terms of Council initiatives, becoming a pioneer will contribute to the Council's business plan in several ways, such as helping to deliver the Better Lives programme and supporting us becoming an efficient and enterprising Council. It will also provide health and social care services with the opportunity to enter into a new social contract with the citizens of Leeds. Finally, as part of the Eol, we included a series of "asks" to central government, including more support to allow local flexibilities. This would enable us demonstrate that we are deserving of more powers with regard to making the most of devolution.

3.8 Resources and Value for Money

3.9 Successful 'pioneers' will receive a tailored package of support from national partners, for example, workforce development, cultural change and help with evaluation and analytics. It seems unlikely that government will offer any financial support. However, better cost analytics and integrated financial plans will enable the city to make the best use of its collective resources, i.e. to spend the "Leeds pound" wisely, and test out potential to make savings over the long term.

3.10 Although national and international evidence would suggest that this does not necessarily happen immediately, the government asserts in *Our Shared Commitment* that improved integration could save considerable sums of money if implemented effectively.

3.11 If Leeds' application is successful, it is likely that our proposed new approaches will need to be resourced from existing allocations.

3.12 Legal Implications, Access to Information and Call In

3.12.1 There are no specific issues raised within this report.

3.13 Risk Management

3.14 Becoming a 'pioneer' will present both risks and opportunities. In terms of exposure, our profile will be further increased as we share our learning at

national level. Additionally, if our bid is not successful, not becoming a first wave 'pioneer' could threaten the pace, scale and ambition of the transformation across that health and social care system that Leeds strives to achieve.

- 3.15 With regard to the resources and capacity required to successfully deliver on the transformation offer outlined in the Eol, these have not yet been identified. Whilst the government has promised to offer a tailored package of support to pioneers, it seems unlikely that this will include financial support, and availability of resources could impact on the scale and ambition of our proposed offer.
- 3.16 National support for successful pioneers includes risk underwriting as part of the package around developing local payment systems, free from the constraints that currently exist in the system.

4 Conclusions

- 4.1 Further developing our already successful approach to integrated health and social care through being successful in our bid to become a pioneer is an exciting opportunity for the Leeds health and social care system.
- 4.2 Improving outcomes for our citizens by accelerating the scale and pace of change will be a significant step towards Leeds becoming the best city for Health and Wellbeing. Additionally, it will contribute to the successful achievement of the Joint Health and Wellbeing Strategy, particularly around 'People's Quality of Life will be improved by access to quality services', and our commitments to 'Increasing the number of people supported to live safely in their own home' and 'everyone will have the best start in life'. As such, we look forward to the announcement of the first cohort of pioneers in September 2013 and taking our work to the next level.

5 Recommendations

6 Executive Board is recommended to:

- Note that the Executive Lead Member for Health and Wellbeing was nominated by the Health and Wellbeing Board to approve the final Expression of Interest (Eol) prior to its submission on 28th June 2013.
- Note that the Eol to become an integrated health and social care pioneer has been submitted and that the first cohort of pioneers will be announced in September 2013.
- Support the Leeds transformation offer described in the Eol, should Leeds be successful.
- Note that becoming a pioneer will enable Leeds to improve outcomes around health and wellbeing for the people of Leeds.

6 Background documents 1

None

¹ The background documents listed in this section are available for download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.