

Leeds Health & Wellbeing Board

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Report of: Director of Adult Social Services

Report to: Health and Wellbeing Board

Date: 20 November 2013

Subject: Leeds selected as a “Pioneer”: best City for Integrated Health and Social Care

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 type="checkbox"/> Yes	<input checked="" 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

Recognising Leeds’ excellent track record in this field, the city has been selected as an Integrated Health and Social Care Pioneer, providing a real opportunity to go further and faster to improve experience and quality of care for the people of Leeds.

Much of the Leeds approach will continue through existing and established programmes of work. A local stakeholder group is being established to drive the programme forward and to maximise the support and flexibilities that have been requested from the national team. More information about the national support package which will be offered to Leeds is expected at the national Pioneer launch event on 3rd December.

Pioneer status, and the national support it brings, will contribute to our emerging plans to meet the requirements of the Integrated Transformation Fund proposals [discussed in a separate board paper]. Of particular importance in this time of increased financial challenge, being a Pioneer can also play a key role in giving Leeds the flexibility to test out new ways of moving resource round the health and social care system.

Leeds is the only city to be selected as a Pioneer, providing further evidence that Leeds is making excellent progress to achieve the city’s aspiration to be the Best city in the UK for Health and Wellbeing. Partners across the city, who worked incredibly hard to develop a compelling and ambitious narrative for Leeds, should be proud of this achievement.

Recommendations

The Health and Wellbeing Board is asked to:

- Note the considerable achievement of the partnership in securing integrated health and social care Pioneer status
- Note that as the only city to be selected as a Pioneer, this provides further evidence that Leeds is making excellent progress to achieve the city's aspiration to be the Best city in the UK for Health and Wellbeing
- Comment on the flexibilities and support that Leeds will be seeking from the national team at the launch on 3rd December
- Continue to provide leadership and support for the Leeds Pioneer programme.

Purpose of this report

- 1.1 The purpose of this report is to inform the Health and Wellbeing Board that Leeds has been selected as a 'health and social care integration Pioneer'. It also sets out next steps and links with other key initiatives being taken forward across health and social care system, e.g. the Integration Transformation Fund.

2 Background information

- 2.1 Leeds has established nationally recognised approaches to integrated health and social care, focussing on the needs of people not organisations across adults' services and children's services. As such, Norman Lamb, Care and Support Minister, has visited Leeds to understand how the work locally has contributed to improving outcomes for improved efficiency.
- 2.2 In May 2013, the government launched plans to make person-centred centred coordinated care and support the norm across the health and social care system in England through the publication of *Integrated Care and Support: Our Shared Commitment*. As part of the launch, expressions of interest to become Integrated Health and Social Care Pioneers were sought.
- 2.3 Led by the Health and Wellbeing Board, in June 2013, Leeds submitted an application to become an integration Pioneer across the whole health and care system. Partners from organisations across the city worked together in challenging timescales to produce a robust and ambitious expression of interest.
- 2.4 In August, it was announced that Leeds had been shortlisted, along with 27 other areas from the original 111 submissions. This meant submitting a further narrative about the "ask and offer" should Leeds be chosen as a Pioneer and a presentation and interview. Partners across the city once again worked together to produce a compelling narrative about the good work to date and vision for further innovative development of the integration agenda.
- 2.5 In October, the Department of Health announced the 14 sites that have been selected as Pioneers, including Leeds. A full list of Pioneers is attached as an appendix.

3 Main issues

3.1 Leeds' ambitious Pioneer programme

The overall vision expressed in Leeds' Pioneer programme 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 the 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.

The Pioneer programme in Leeds will see an acceleration of our existing transformation programme e.g. integrated teams for both adults and children, further development of information governance work such the roll out of the Leeds Care Record and continuing to bring innovation and health care together, through projects such as the Assistive Technology Hub. Becoming a Pioneer will also give us the opportunity and flexibility to test our new ways of working, e.g. applying health economics to our commissioning processes.

3.2 **Delivering the Pioneer programme**

3.3 The Health and Wellbeing Board will continue to set strategic direction for the programme in line with its duty to promote integration. A Pioneer stakeholder group is being established to ensure engagement and coordination across the three strands of the Leeds approach.

3.4 Existing arrangements will be used to drive forward the three strands of the Pioneer approach: the Transformation Programme Board and Children's Trust Board will continue to take the lead on work relating to the Deliver strand for adults and children; the Integrated Commissioning Executive will continue to lead on work as part of the Commission strand, and the Leeds Innovation Health Hub Executive Board will take forward work relating to innovation and informatics.

3.5 **National Support**

3.6 A Delivery Support Manager, based with NHS Improving Quality has been allocated to Leeds to coordinate the national support. Leeds has also been invited by DH to a national Pioneers launch event on 3rd December, where it is anticipated that further detail of the national support on offer and their plans for the programme over the next five years will be announced.

3.7 This will also provide Leeds with an opportunity to reinforce the flexibilities and assistance that will be required from DH and national partners to enable the aspirations within the bid to be realised. These include:

- Support and national leverage to developing open standards and open source systems and a uniform information governance model to support integrated working across multiple commissioners and providers which could then be replicated nationally.
- Support to develop an economic care model for both adults and children in Leeds
- Joint exploration of how nationally negotiated GP contracts can best reflect local needs and issues
- Support to really accelerate the integration of services through organisational and workforce design

- Support with social marketing to clearly communicate with the people of Leeds how this programme will improve quality of experience for individuals, families and carers.

3.8 It is not yet known to what extent the full list of “asks” will be met nor what support will actually look like, although it is likely that Pioneers will be partnered with national experts. The launch event on 3rd December will provide an opportunity to secure the Leeds requests.

3.9 **Links with the other policy areas**

3.10 The Pioneer work cannot be viewed in isolation. The ability of the city to achieve its ambition will require the Pioneer programme to contribute to the local delivery of several other major initiatives including:

- Integration Transformation Fund
- Care Act
- Call to Action

4 **Health and Wellbeing Board Governance**

4.1 **Consultation and Engagement**

4.1.1 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 involved in the process of applying to become a Pioneer.

4.1.2 Now that Leeds has been selected as a Pioneer, it is proposed that this wide engagement and involvement will continue through a stakeholder group. There has been much enthusiasm and interest from both local and national partners following the announcement of Leeds as a Pioneer site, and there is a strong will to harness this momentum.

4.1.3 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. Additionally, the experiences of service users, carers, families and the frontline workforce will continue to inform the evaluation of integrated health and social care in Leeds.

4.2 **Equality and Diversity / Cohesion and Integration**

4.2.1 A duty of the H&WBB is to promote integration. At the heart of the successful Pioneer programme for Leeds is the commitment to improving outcomes for vulnerable groups, including older people and those with long term and complex conditions [including children and young people]. Local areas will be required to focus on the needs of specific population groups, to ensure everyone has the same opportunity to benefit from high quality, joined up care.

4.3 Resources and value for money

4.3.1 The government asserts that improved integration could save localities considerable sums of money if implemented effectively. One of the outcomes of the Leeds Pioneer approach is to establish the potential for savings with more certainty. This has become even more crucial in light of the current financial pressures and will clearly align to work to develop proposals for the Integrated Transformation Fund.

4.4 Legal Implications, Access to Information and Call In

4.4.1 There are no specific issues raised within this report.

4.5 Risk Management

4.5.1 Becoming a 'Pioneer' presents both risks and opportunities. In terms of exposure, our profile is being further increased as we are already attracting more interest at national level following DH's announcement of the 14 Pioneer sites.

4.5.2 With regard to the resources and capacity required to successfully deliver on the Pioneer approach, it seems ever more unlikely that national support will include additional financial resource. Given the health and social care system in Leeds is currently facing significant financial challenge, availability of resources could impact on the scale and ambition of Pioneer plans. There will need to be clear alignment with the Integrated Transformation Fund; however, the additional flexibilities Leeds should have as a Pioneer may help with identifying creative ways forward to ensure quality of care is not negatively impacted.

4.5.3 Leeds demonstrated risk management mitigation strategies as part of the original application and subsequent interview. Additionally, one of the "asks" included risk underwriting as part of the package around developing local payment systems, free from the constraints that currently exist in the system.

5 Conclusions

5.1 Being selected as a Pioneer site is a fantastic achievement and a clear example of the commitment of health and social care partners to working together to improve lives in Leeds.

5.2 This national recognition affords Leeds the opportunity to further develop its already successful approach to integrated health and social care. As such, the Pioneer programme can potentially contribute to achievement of the outcomes and priorities of the Joint Health and Wellbeing Strategy, particularly "People's quality of life will be improved by access to quality services" and "Ensuring everyone will have the best start in life".

5.3 However, Leeds' Pioneer status cannot be viewed in isolation. This opportunity to test out new ways of deploying resources to create a sustainable system, as well as national support and expertise, will play a key role in ensuring that the people of Leeds continue to receive a high quality standard of care in the face of significant financial pressures. It will also enable Leeds to develop innovative and effective proposals for the Integration Transformation Fund.

5.4 Finally, Leeds is the only city of the fourteen areas selected as Pioneers. Thus, Leeds is effectively the “**best city**” for integrated health and social care, providing further evidence that partners across the health and social care system are making excellent progress to achieve the city’s aspiration to be the Best City in the UK for Health and Wellbeing.

6 Recommendations

6.1 The Health and Wellbeing Board is asked to:

- Note the considerable achievement of the partnership in securing integrated health and social care Pioneer status
- Note that as the only city to be selected as a Pioneer, this provides further evidence that Leeds is making excellent progress to achieve the city’s aspiration to be the Best city in the UK for Health and Wellbeing
- Comment on the flexibilities and support that Leeds will be seeking from the national team at the launch on 3rd December
- Continue to provide leadership and support for the Leeds Pioneer programme.

