



*Although a formal committee of Brighton & Hove City Council, the Health & Wellbeing Board has a remit which includes matters relating to the Clinical Commissioning Group (CCG), the Local Safeguarding Board for Children and Adults and Healthwatch.*

Title: Moving Towards Integration

Date of Meeting: 6 March 2018

Report of: Executive Director, Health and Adult Social Care  
Brighton & Hove CCG

Contact: Rob Persey (Executive Director Health and Adult Social Care)  
Chris Clark (BHCCG)

Email: [rob.persey@brighton-hove.gov.uk](mailto:rob.persey@brighton-hove.gov.uk)  
[c.clark6@nhs.net](mailto:c.clark6@nhs.net)

Wards Affected: All

### FOR GENERAL RELEASE

#### Executive Summary

This report outlines the work being undertaken to establish a golden thread establishing the vision for health and wellbeing in the city, proposing the process to prioritise objectives and setting out how the shadow year of working arrangements between the Council and Clinical Commissioning Group will support improved integrated health and social care delivery.

The paper also confirms the piloting of a policy panel with a proposal to focus this upon the refresh of the Health & Wellbeing Strategy.

#### Glossary of Terms

BHCC - Brighton and Hove City Council  
CCG - Clinical Commissioning Group  
HWB – Health & Wellbeing Board  
JSNA – Joint Strategic Needs Assessment  
BAME – Black and Minority Ethnic  
HWBS – Health and Wellbeing Strategy  
HOSC – Health Overview & Scrutiny Committee



## **1. Decisions, recommendations and any options**

### **1.1** That the Board agrees the recommendation as set out below.

- Agrees the approach set out in paragraph 2.1 of the report to refresh the Health and Wellbeing Strategy using the JSNA to determine priorities
- Agrees the JSNA Forward Plan from April 2018 to March 2020, as set out in paragraph 2.2 of the report
- Supports the approach to developing a joint commissioning programme in the shadow year of integration including budget management and governance processes as set out in paragraph 2.3 of the report
- Notes the timelines to support the integration of health and social care as outlined in Appendix 1
- Agrees that the HWB establishes a pilot policy panel
- Agrees that using the prioritisation and scoping document, the pilot should focus on the Joint Health and Wellbeing Strategy for the city
- Agrees that the pilot panel should report the outcomes of the work to the HWB by September 2018
- Agrees that the pilot panel should also report back on the resources required to support a panel to enable a decision to be making on any future panels and the forward plan for such work.

## **2. Relevant information**

2.1 With the intention of establishing fully integrated operational and commissioning arrangements from 2019, the Council and CCG Governing Body have approved proposals to support shadow arrangements from April 2018. These papers were previously approved at PR&G committee and the aligned CCG Governing body in July and October 2017.

2.2 This paper presents the work being planned to support this shadow year with a particular focus upon establishing the future vision for health and wellbeing in the city and how the focus upon integrated health and social care commissioning and service delivery will support this.

## **Health and Wellbeing Strategy (HWBS)**

- 2.3 We will review and refresh our Joint Health and Wellbeing Strategy for 2019-2030 to set out a clear vision for improving health and wellbeing and reducing health inequalities in Brighton & Hove. The strategy will identify the long term outcomes we want to achieve for our residents and the high level actions that will have the greatest impact. A key objective will be to improve healthy life expectancy (including reducing inequalities between different groups) to increase the time our residents spend in good health, identify how they can maintain their independence, and reduce demand on health and care services.
- 2.4 The strategy will be underpinned by robust evidence of the needs of our residents, as described in our Joint Strategic Needs Assessment, as well as evidence on 'what works' in improving health and wellbeing.
- 2.5 The approach taken will follow the lives our residents, focusing on the 'four wells': Start Well; Live Well; Age Well; Die Well. It will recognise that action will need to support individuals, to enable them to make changes to improve their health and wellbeing, but also that a place based approach, working with communities, is needed to create sustainable improvements in outcomes.
- 2.6 In addition to defining the high level outcomes that will underpin an integrated local health and care system, the strategy will reflect the wide range of factors that influence health and wellbeing, for example housing, employment, the environment and culture. It will describe how the goal of improving wellbeing will be mainstreamed within our plans, services and communities across the City.

## **Joint Strategic Needs Assessment (JSNA) plans for 2018-2020**

- 2.7 Following a review in 2017 the Joint Strategic Needs Assessment is being remodelled to ensure it continues to meet the needs of local decision makers, and provides a robust evidence base to underpin the Health and Wellbeing Strategy and local health and care integration.
- 2.8 The following programme is being taken forward:
- A comprehensive annual executive summary to be published by October 2018
  - A two year programme of four in-depth needs assessments as described below
  - An ongoing programme of shorter topic summaries
  - Some agreed specific needs analyses e.g. to support mental health service recommissioning later in 2018

- Relaunch a redesigned JSNA later in 2018 under the banner of: “Brighton & Hove Insight. People, Place, Living.”

2.9 Demand for in depth needs assessments as part of the JSNA process requires prioritisation. The City Needs Assessment Steering Group conducted a prioritisation process involving City Council directorates, the CCG, Healthwatch, Community Works, Sussex Police and the Universities. A call out for topics was made to local stakeholders. The group then assessed proposals against criteria including prevalence, impact, links to equalities, commissioning timeframes, and the extent of current knowledge on the topic. A list of the short list and outcome of the process is included in Appendix 2.

2.10 Agreement is sought from the Health and Wellbeing Board for the following four in-depth needs assessments be carried out between 2018 and 2020:

#### **Year 1 (2018-19)**

- **Adults with multiple long term conditions** (multiple morbidity)
- **Adults with multiple and complex needs** (including two or more of the following: homelessness, substance abuse, contact with the criminal justice system and mental ill health). To include a specific focus on women.

#### **Year 2 (2019-20)**

- The **oral health** needs of children and adults
- **BAME children and young people** including educational needs

#### **Commissioning**

2.11 The HWB Strategy and JSNA, as described above, will help to inform and prioritise the development of the joint commissioning intentions. During the shadow year, joint commissioning intentions will be scoped and developed building upon the examples of joint commissioning that already exist.

2.12 Closer alignment of commissioning functions both within the Council and with the CCG will be established to support the delivery of commissioning priorities, with a new structure being developed and tested through the shadow year.

2.13 Greater oversight of contractual arrangements across Health and Adult Social Care through the creation of a single contracts’ register will support the identification of opportunities for closer alignment of commissioning and contracting.

- 2.14 A refresh of the Market Position Statement will be presented to the Board in November 2018. This updated version will take into consideration the refresh of the HWBS, JSNA and the joint commissioning intentions. The Market Position Statement (MPS) provides a useful tool for informing the market of future demand. It is also useful in providing information to support provider development and to ensure that organisations position themselves and their resources to meet future demand for services.
- 2.15 We will further develop our joint care matching / brokerage functionality to ensure that we manage the referrals of care packages with the provider markets in an integrated way ensuring joined up market management, value for money is achieved and robust processes are in place.

### **Financial Management**

- 2.16 The Joint Finance and Performance Board will further develop the draft shadow accounts, identifying areas for pooled budget arrangements to support integrated working ensuring that the necessary governance arrangements are in place to support these. This will include but is not limited to the following areas:
- Continuing Health Care
  - Learning Disability
  - Community Equipment
  - Community Short Term Services including Home First
  - Areas of joint commissioning including Mental Health and Advocacy Services

### **Performance Management**

- 2.17 An Integrated Performance dashboard is being created to track progress and outcomes of integrated working. This builds on the existing integrated Better Care metrics and includes metrics from the Caring Together Outcomes framework (incorporating key NHS, public health and social care indicator sets).
- 2.18 As many of the Integration metrics already exist within the Better Care set a merged Integration/Better Care dashboard is being created to avoid duplication. The dashboard will come to future HWB meetings as part of the quarterly Better Care update.

- 2.19 The Integrated Performance Dashboard is work in progress and will be taken to the Performance and Information Group meeting for HWB and HOSC Members to ensure the key performance indicators reflect their needs and the cities priorities. These high level indicators are intended to give a picture of how the health and care system is performing across the city to enable early intervention if required. They do not reflect the wealth of performance information that is collected by all agencies across health and care. Within Caring Together performance indicators are being developed to monitor delivery of individual Care programmes.
- 2.20 Brighton and Hove CCG and BHCC are currently recruiting a jointly funded Integrating Data Project Manager. Whole systems analysis using integrated data will aid understanding of demand across health and care and inform development, and evaluation, of new ways of working.

### **Governance Arrangements**

- 2.21 During the shadow year of integration, revised governance will be developed to cover the future working arrangement. Both the CCG and Council will remain as separate entities. The Council will retain all its statutory duties and political oversight both in the shadow and subsequent years. This work will be reported back to Health and Wellbeing Board in the summer of 2018 for approval with a full proposal presented to full Council in December 2018 again for approval. It is planned that any new governance arrangements will be in place for April 2019.

### **Policy Panels**

- 2.22 In order to support the development of the JHWB Strategy, it is proposed that a policy panel is formed. This will enable Health & Wellbeing members (with others) to review and make recommendations to help shape and inform policy. Set out below are details on policy panels and how they can be used.
- 2.23 The Council constitution allows each committee to establish policy panels. As a committee of the Council, the Health & Wellbeing Board can established policy panels. Policy Panels are short term task and finish groups which look at an area in more detail and report back to the committee or board concerned.
- 2.24 The membership of the panel can vary but as a panel of the HWB it would be open for the HWB to decide on the membership which can include external stakeholders but should avoid HOSC members to allow for decision making and scrutiny to continue to be separate processes.

*How do they operate?*

- 2.25 Firstly an area of work needs to be identified. A scoping and prioritisation document is attached as Appendix 3 which provides some guidance on selection and also the work that needs to be done to enable potential panel members undertake the task. These are not scrutiny panels which have an evidence and inquisitorial nature. These are information gathering and recommending panels. Panels can meet in private or public but the focus should be on what setting will enable the panel to best operate and report back. It is proposed that one pilot panel is established. This will not only provide an example for review and critic but also clarification of the resources to support such a panel (or panels) in future.

### **3. Important considerations and implications**

Legal:

- 3.1 The Health and Wellbeing Board continues to be the body with responsibility for approving and publishing the Joint Health and Wellbeing Strategy and Joint Strategic Needs Assessment for the City. In addition, the Board has delegated authority to promote integration and joint working in health and social care services across the City in order to improve the health and wellbeing of the people of Brighton & Hove.
- 3.2 At this stage there are no specific legal implications arising from the proposals for joint working set out in the recommendations. However, the legal implications of any future governance arrangements that come back to the Board will need to be addressed at that stage.

Lawyer consulted: Elizabeth Culbert

Date: 06 February 2018

Finance:

- 3.3 There will be significant financial implications for all partners resulting for the proposals outlined in this paper. Where appropriate, budgets will be aligned during the shadow year commencing 1<sup>st</sup> April 2018 and there will be ongoing work to identify potential areas for pooling resources where this is deemed beneficial and desirable. Robust financial governance arrangements will have to be agreed within the partnership that will give flexibility to ensure optimum use of resources while allowing each organisation to maintain its statutory and constitutional financial obligations. There is a possibility that these proposals could expose the Council to financial risks. Further analysis of the budget areas to be aligned would need to be undertaken to ascertain the likelihood and level of these risks.

Finance Officer consulted: David Ellis

Date: 05 February 2018

Equalities:

- 3.3 This report provides an update to the integration of health and care services in Brighton & Hove. This is a significant piece of work which has been reported to the Board through regular updates under the standing agenda item of Brighton & Hove Caring Together. This report does not specify any service changes. Equality Impact Assessments will be developed in relation to individual commissioning processes or service change carried out as part of integration.
- 3.4 The Health and Wellbeing Strategy has the high level objective of reducing health inequalities between groups in the city. The outcomes and actions will be developed from the JSNA data that includes assessment of the needs and assets of people who share a protected characteristic. The four planned in-depth needs assessments all have a specific or likely focus on people sharing a characteristic and findings will inform the commissioning defined in the report, as well as informing the Market Position Statement. The proposed policy panel also provides an opportunity for ongoing monitoring of the outcomes of planned actions on particular groups and to refine and refocus as needed.

Equalities Officer consulted: Sarah Tighe-Ford

Date: 23 February 2018

## **Supporting documents and information**

Appendix 1: Timetable

Appendix 2: Outcome of prioritisation process conducted by City Needs Assessment Steering Group

Appendix 3: Criteria for prioritising policy panels and scoping document