

READING HEALTH AND WELLBEING BOARD

DATE OF MEETING:	16 MARCH 2018	AGENDA ITEM:	8
REPORT TITLE:	INTEGRATION PROGRAMME UPDATE		
REPORT AUTHOR:	MICHAEL BEAKHOUSE	TEL:	01189 373170
JOB TITLE:	INTEGRATION PROGRAMME MANAGER	E-MAIL:	MICHAEL.BEAKHOUSE@READING.GOV.UK
ORGANISATION:	READING BOROUGH COUNCIL / NORTH & WEST AND SOUTH READING CCGs		

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide an update on the Integration Programme - notably, progress made within the Programme itself, as well as progress made against the delivery of the national BCF targets.
- 1.2 Of the 4 national BCF targets:
 - Performance against two (limiting the number of new residential placements & increasing the effectiveness of reablement services) is currently good, with a trajectory that appears to bring us close to realising those targets.
 - We are not currently reducing the number of delayed transfers of care (DTOCs) in line with our targets, but recent DTOC rates for December 2017 are lower than they have previously been in the financial year - which represents positive progress.
 - Reducing the number of non-elective admissions (NELs) in line with our targets remains a focus for the Berkshire West wide BCF schemes.

2. RECOMMENDED ACTION

- 2.1 The Health and Wellbeing Board are asked to note the general progress to date.

3. POLICY CONTEXT

- 3.1 The Better Care Fund (BCF) is the biggest ever financial incentive for the integration of health and social care. It requires Clinical Commissioning Groups (CCG) and Local Authorities to pool budgets and to agree an integrated spending plan for how they will use their BCF allocation to promote / deliver on integration ambitions.
- 3.2 As in previous years, the BCF has a particular focus on initiatives aimed at reducing the level of avoidable hospital stays and delayed transfers of care (DTOCs) as well a number of national conditions that partners must adhere to (including reducing the number of non-elective admissions to hospital, reducing admissions to residential accommodation, and increasing the volume of individuals remaining at home 91 days after receiving reablement services).

4. BCF PERFORMANCE UPDATE

4.1 Please note the following in relation to performance against our national BCF targets:

4.2 **DTOC** = Our target for Q3 (October-December) was to have no more than 720 bed days lost. Our performance equates to 1864 bed days lost. Please note that while performance exceeds the target, there has been a decline in DTOCs per month, with 710 days lost in October, 661 in November and 493 in December. The figure of 493 also represents the lowest number of DTOCs recorded in the financial year to date, and is the lowest reported number of DTOCs since April 2016 (in which 393 were reported).

4.3 **Residential admissions** = Our target is to have no more than 116 new residential admissions. Based on our performance in the year to date (as of mid-January) which stands at 88 new residential admissions, we estimate that we will have 117 new placements across the financial year. However the drive is to consider alternatives and to also utilise the Extra Care facilities we have in Reading.

4.4 **Reablement rates** = Our target is to maintain an average of 88% of people (1195 people) remaining at home 91 days after discharge from hospital into reablement / rehabilitation services. Based on the most recent data, we believe that 853 clients are residing at home 91 days after discharge, and we predict 1137 will be remaining at home 91 days after discharge come the end of the year (based on average performance to date).

4.5 **NEL admissions** = Our target is to achieve a 0.97% reduction (expressed as 93 fewer admissions) against the number of NEL admissions seen in 2016/2017. Based on our performance in Q3 2017/2018, we have seen a 3.4% increase against the number of NEL admissions seen in Q3 2016/2017. Actions against this target are being progressed by the Berkshire West 10 Integration schemes that are designed to reduce NELs.

5. PROGRAMME UPDATE

5.2 Since January, the following items have been progressed:

- Recruitment for 1x FTE **Performance & Data Analyst** is underway, and we aim to have the post holder in place during Quarter 4. Part of their remit will be to produce a **revised BCF Dashboard** that will provide additional clarity on the impact made by the BCF-funded schemes. The role will also support our local and national reporting duties.
- **Value for Money reports** have been received in relation to several additional BCF-funded schemes. These outline the extent to which the funded services have delivered against their remits. These will be discussed at the February, March and April Reading Integration Board (RIB) meetings.
- The **Integration Project Manager appointed in January 2018** has completed his induction and is currently allocated to several key pieces of work:
 - Progressing **Integration between Adult Social Care (ASC) and North/West and South Reading GP Alliances** - we hope to present an update on the form this integration will take, and the associated deliverables/timescales, at the next Health & Wellbeing Board.
 - Identifying further strategies that may help people to explore alternatives to health services.
 - Exploring new methods of **delivering reablement** within Reading.

- Participation in an LGA Peer Review process across Berkshire West , which highlighted additional ideas for improving DTOC performance
- Researching what “good integration” looks like - in the first instance, we are examining Social Care Institute for Excellence (SCIE)’s “Integration Score Card” and determining how Reading compares against SCIE’s key integration metrics.

6. NEXT STEPS

6.1 The planned next steps for March & April are to:

- Oversee discussion of the Value for Money at RIB meetings & any follow-on actions.
- Continue researching “integration best practice” & formulating proposals (the outcomes of which will inform later discussions regarding further opportunities for integration).
- Complete the recruitment / induction of the Performance & Data Analyst role, and oversee the planned changes to the BCF Dashboard.
- Continue progressing integration between ASC and the North/West and South GP Alliances.
- Continue exploring and rolling-out strategies that may help people to explore alternatives to health services.
- Revise Reading’s “High Impact Model Action Plan” to reduce Delayed Transfers of Care to accommodate any agreed responses to the Berkshire West 10 LGA Peer Review feedback.

7. CONTRIBUTION TO STRATEGIC AIMS

7.1 While the BCF does not in itself and in its entirety directly relate to the HWB’s strategic aims, Operating Guidance for the BCF published by NHS England states that: *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 [...] HWBs also have their own statutory duty to help commissioners provide integrated care that must be complied with.*

8. COMMUNITY & STAKEHOLDER ENGAGEMENT

8.1 Section 138 of the Local Government and Public Involvement in Health Act 2007 places a duty on local authorities to involve local representatives when carrying out “any of its functions” by providing information, consulting or “involving in another way”.

8.2 In accordance with this duty, the Programme Manager has met with Healthwatch to review and refine the existing service user engagement metrics set against the CRT, Discharge to Assess and High Impact Model schemes services, to ensure that they reflect best practice. Meetings have taken place with the services to review the reporting requirements associated with the new/refined targets, and these will be reported against moving forwards.

8.3 A meeting between the Locality Manager and Healthwatch has been rescheduled to 15th March 2018 to review the mechanisms used by the services to gather service user feedback, and to ensure that they mirror Healthwatch’s understanding of best practice.

9. EQUALITY IMPACT ASSESSMENT

9.1 N/A - no new proposals or decisions recommended / requested

10. LEGAL IMPLICATIONS

10.1 N/A - no new proposals or decisions recommended / requested.

11. FINANCIAL IMPLICATIONS

11.1 Based on the most recent BCF budget report submitted to the Reading Integration Board, there are some minor variations on actual to date spend compared to budget.

11.2 The year end forecast position predicts a £32k underspend. Further discussions regarding the use of this underspend would take place within the Berkshire West 10 Finance Sub-Group.

12. BACKGROUND PAPERS

12.1 N/A