

Better Care Together LLR Summit

King Power Stadium

3rd June 2014
6.30 – 9.00 pm

Agenda and
Supporting information



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Objectives of the Summit

Welcome and closing remarks

Philip Parkinson – Chair of the BCT Programme

Why are we here?

Progress report and draft case for change

Toby Sanders – Chair of the Chief Officers' Group

Prof Azhar Farooqi – Chair of the Clinical Reference Group

Where are we going?

Emerging service transformation programme

John Adler – Chair of the Strategy Delivery Group

How will we get there?

To share next steps

Peter Miller – Programme Board Member

Jennifer Fenelon – Chair of the Patient and Public Involvement Reference Group



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Why are we here?

- Vision
- The case for change
- Development of the 5 year LLR system plan



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A shared vision for all partners

Following the input at the last summit and wider engagement a shared vision has now been agreed

‘To maximise value for the citizens of Leicester, Leicestershire and Rutland (LLR) by improving health and wellbeing outcomes that matter to them, their families and careers in a way that enhances the quality of care at the same time as reducing cost across the public sector to within allocated resources by restructuring the provision of safe, high quality services into the most efficient and effective settings’



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Citizens seek citizen-centred, seamless integrated care pathways, delivered in the appropriate place and at the appropriate time by the appropriate person, reversing overly-medical and hospital-centred models of care, with shared and informed decision-making

Demonstrating sustained and improving safety, effectiveness and experience of care, benchmarked against peers, and to system agreed standards

LLR is a good place to work, where staff are fully engaged and involved in transformation, working in new and exciting roles

Addressing the shortfall in local and national workforce availability, through different ways of working

Citizens with diverse backgrounds, and diverse social care, mental and physical health needs, receive equitable access and outcomes in personalised care

Transforming the health and social care system to deliver integrated quality care

Ensuring our workforce meets the health and social care needs of our population

Developing new capacity and capabilities where appropriate, in our people and the technology we use

There is a rising demand for health and social care - the LLR population is forecast to grow by 4% over 2014-19, with a changing age profile (11% growth in 65+ population)

Meeting the needs of our changing population

More people are living with single and multiple long-term health conditions

Rising health inequalities, across the rich diversity of LLR communities including citizens with LD, and the underlying causes of physical and mental ill-health, need to be addressed

All health and social care organisations in LLR to achieve financial sustainability, in a time of financial constraint

Delivering value for money

Commissioners will need to make phased savings to deliver investments in the models of care that will provide the highest quality and best outcomes for patients and citizens

Strengthen primary, community and voluntary sector care, to deliver integrated care, maximising the use of physical assets, supporting self-care, exploiting IM&T, ensuring care is provided in appropriate cost effective settings, reducing duplication and eliminating waste in the system

Case for Change



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LLR 5 Year LLR Plan- Building Blocks

Vision and Case for Change			
On-Going Communication and Engagement			
	Apr – June 2014	July – Sept 2014	Oct 2014 onwards
<ul style="list-style-type: none"> Health and Social Care Service Transformation Programmes 	Setting of strategic vision. Development of proposal. 5 clinical priority work streams	LLR discussion and review phase. Assurance Exercise Business Case Development	Formal consultation where required. Approval, implementation & on-going review
<ul style="list-style-type: none"> 3 x LAs Better Care Fund Plans 2 x NHS Trusts Integrated Business Plans 3 x CCGs and NHS England Commissioning Plans 	Alignment of plans across and within the LLR system		
<ul style="list-style-type: none"> Primary Care Strategic review Social Care Strategic review 	Briefs and scope drafted and approved	Setting of Strategic vision. Development of proposals	Discussion at review phase Assurance Exercise
LLR 5 Year Directional Plan	BCT Board 19th June- 1st draft	<ul style="list-style-type: none"> H & SC Partner Boards and Committee Healthwatch Reviews 	Final Directional Plan approved for wider engagement



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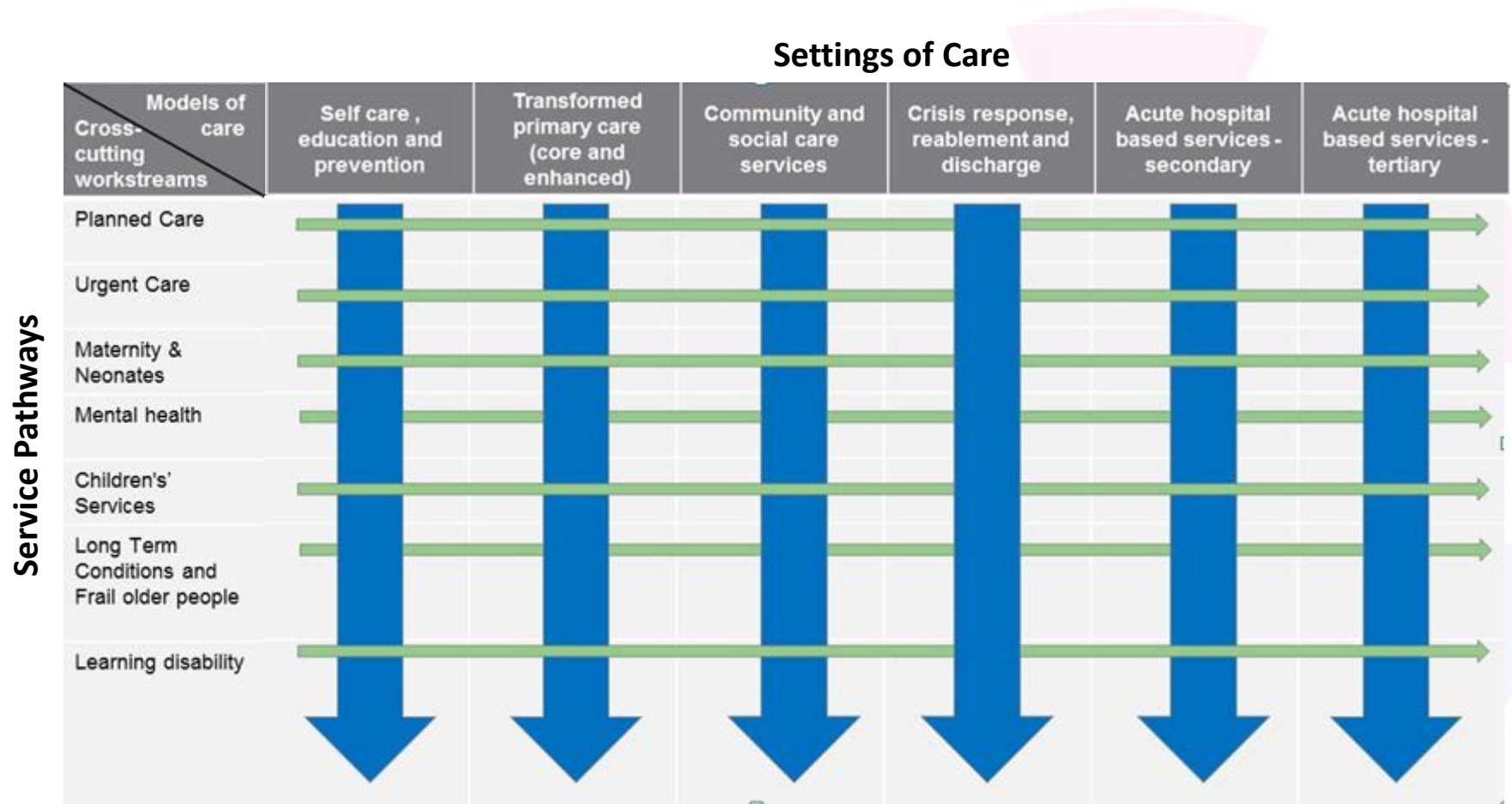
Where are we going?

- Service delivery framework



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The Service Delivery Framework



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How will we get there?

- Governance structure
- Board and Group summary descriptions

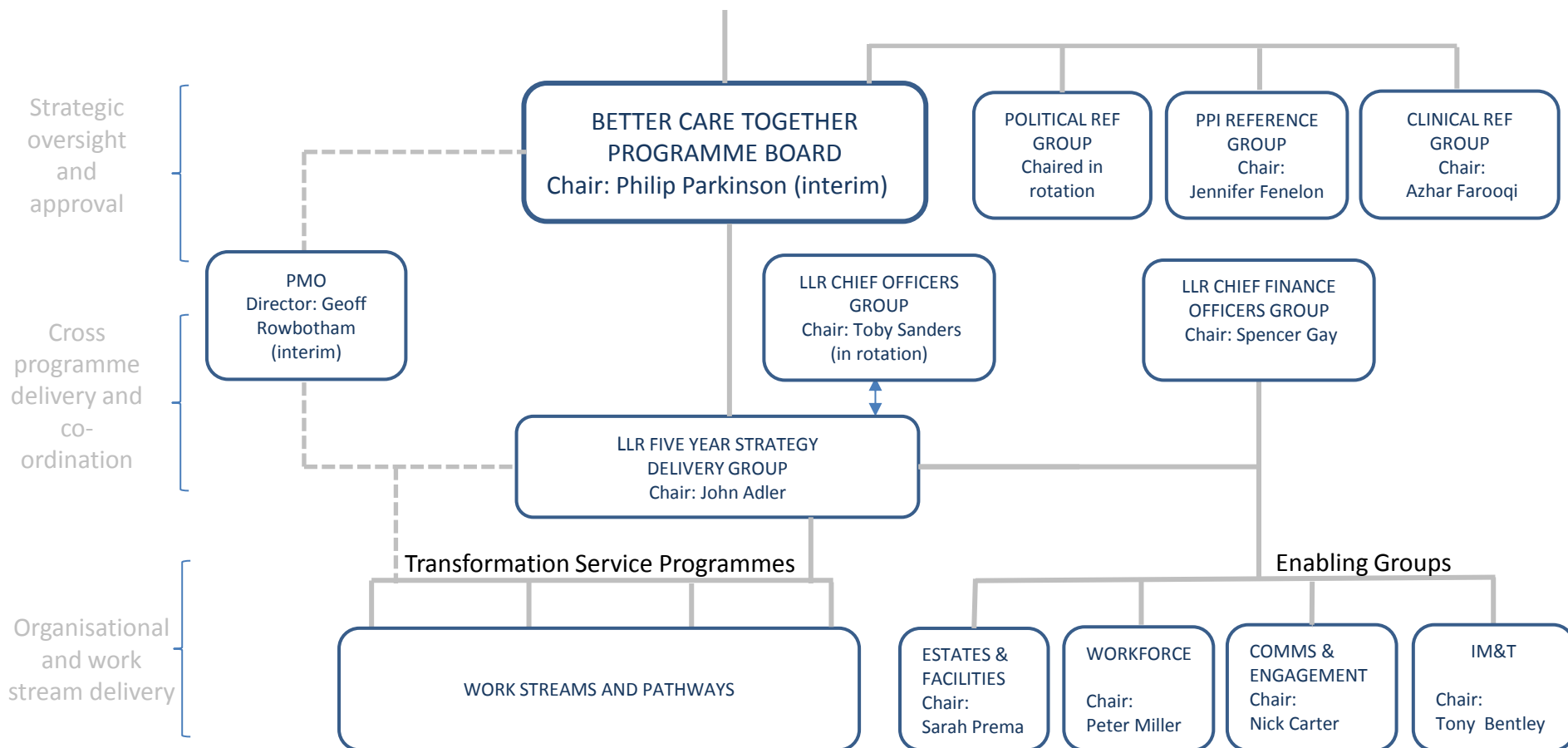


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LLR FIVE YEAR STRATEGY PROGRAMME – GOVERNANCE STRUCTURE

LEICESTER, LEICESTERSHIRE & RUTLAND HEALTH AND SOCIAL CARE ECONOMY

LOCAL COUNCILS (incl. HEALTH & WELLBEING BOARDS) / CCGS / NHS ENGLAND / PROVIDERS





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Better Care Together Programme Board and supporting Groups

Overview

The Better Care Together (BCT) Programme governance arrangements consist of a Programme Board, responsible for the whole programme delivery, and a range of supporting, Reference and Enabling Groups. The programme will be delivered through a range of Transformation Service Programmes. The programme is supported by a Programme Management Office.

A description of the Programme Board, and each of the supporting Groups, is provided below, including the purpose of the Board or Group, its membership, recent activities, chair and primary point of contact.

Better Care Together Programme Board

The Programme Board is responsible for the development, implementation and monitoring of the health and social care strategy and plan to improve the health and wellbeing outcomes for the citizens of Leicester, Leicestershire and Rutland. It is responsible for setting the strategic context for the programme, ensuring that citizens, patients, the public and wider stakeholders are involved in the early stages of developing planning proposals and in discussing proposals with a variety of stakeholders, in responding to external programme assurance and enabling appropriate formal consultation. It is responsible for realising the programme vision and addressing the case for change.

Chair: Philip Parkinson Independent Lay Chair

Contact: Geoff Rowbotham BCT Programme Director geoff.rowbotham@nhs.net

Membership:

- Independent Lay Chair
- Local Authority (LA) elected member representatives – each LA area (Leicester, Leicestershire, Rutland)
- Patient and Public Involvement – Healthwatch Chairs for each LA area
- Lead executive officers – each LA area
- Clinical chairs – each Clinical Commissioning Group (East Leicestershire and Rutland, Leicester City, West Leicestershire)
- Lead executive officers – each CCG, and NHS England Leicestershire and Lincolnshire Local Area Team
- Lead executive officers – University of Leicester NHS Trust, Leicestershire Partnership Trust
- Chair – Better Care Together Communications and Engagement Enabling Group
- Lead officers – Better Care Together Programme Management Office



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Better Care Together Strategy Delivery Group

The Delivery Group is accountable for the development, implementation and monitoring of the health and social care strategy to improve the health and wellbeing outcomes for the citizens of Leicester, Leicestershire and Rutland. It oversees all supporting Transformation Service Programmes and Work Streams. Its membership ensures that citizens, patients, the public and wider stakeholders are involved in the early stages of developing planning proposals.

Chair: John Adler

Chief Executive, University Hospitals of Leicester NHS Trust

Contact: Paul Hunt

BCT Programme Manager paul.hunt@leicestercity.nhs.uk

Membership:

- Chair appointed by the Programme Board
- Patient and Public Involvement (PPI) – Chair of the PPI Reference Group
- LA Strategy Leaders – each LA area (Leicester, Leicestershire, Rutland)
- CCG Strategy Leaders – each CCG (East Leicestershire and Rutland, Leicester City, West Leicestershire)
- NHS England Leicestershire and Lincolnshire Local Area Team Strategy Leader
- NHS provider Strategy Leaders – University of Leicester NHS Trust, Leicestershire Partnership Trust
- Chairs – Chief Finance Officers (LA and NHS), Estates and Facilities Management Enabling Group, IM&T Enabling Group, Workforce Enabling Group
- Representative – Better Care Together Communications and Engagement Enabling Group
- Senior LLR Officer - Information
- Lead officers – Better Care Together Programme Management Office



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Leicester, Leicestershire and Rutland Chief Officers

Leicester, Leicestershire and Rutland Chief Officers, covering social care and health, commissioner and provider, meet on a regular basis to oversee the planning for, and delivery of, improving the health and wellbeing outcomes for the citizens of Leicester, Leicestershire and Rutland. All members of the Chief Officers Group are, however, members of the Programme Board. The chairmanship of the Chief Officers Group is rotated on a quarterly basis.

Chair: Toby Sanders Managing Director, West Leicestershire CCG
Contact: Geoff Rowbotham BCT Programme Director geoff.rowbotham@nhs.net

Membership:

- Lead executive officers – each LA area
- Lead executive officers – each CCG, and NHS England Leicestershire and Lincolnshire Local Area Team
- Lead executive officers – University of Leicester NHS Trust, Leicestershire Partnership Trust
- Programme Director, Better Care Together

Leicester, Leicestershire and Rutland Chief Finance Officers Group

Leicester, Leicestershire and Rutland Chief Finance Officers, covering social care and health, commissioner and provider, meet on a regular basis to create an affordable longer term planning framework within which partner organisations of the BCT Programme can deliver sustainable health and social care services to the population of LLR. The Chair of the Chief Finance Officers Group is a member of the Strategy Delivery Group.

Chair: Spencer Gay Finance Director, West Leicestershire CCG
Contact: Michael Cawley BCT Strategic Head of Finance and Economics
mickcawley@nhs.net

Membership:

- Lead executive finance officers – each LA area
- Lead executive finance officers – each CCG, and NHS England Leicestershire and Lincolnshire Local Area Team
- Lead executive finance officers – University of Leicester NHS Trust, Leicestershire Partnership NHS Trust
- Lead finance officer – Better Care Together Programme Management Office

Better Care Together Programme Management Office

The Programme Management Office (PMO) is accountable for supporting the Programme Board and the whole programme for the development, implementation and monitoring of the health and social care strategy and plan. Its areas of work on behalf of the Programme Board include establishing programme processes, performance management of the programme delivery and promoting best practice and bench-marking. It supports the Board and all constituent groups and work streams in realising the programme vision and addressing the case for change.

Contact: Geoff Rowbotham BCT Programme Director geoff.rowbotham@nhs.net



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Better Care Together Reference Groups

Patient and Public Involvement Reference Group

The citizens of Leicester, Leicestershire and Rutland - the public, patients, service users and carers – must be at the centre of the Better Care Together Programme.

The programme's Patient and Public Involvement (PPI) Reference Group ensures that citizens, patients, the public and wider stakeholders are involved in the early stages of developing planning proposals and in discussing proposals with a variety of stakeholders. It represents service users, patients, carers and the public, working in partnership with Programme commissioners and providers, in line with national policy. The Group advises the BCT Programme and BCT Programme Board on patient, service user, carer and public involvement. It exists also to challenge and/or confirm, the Programme, on its engagement, involvement and consultation of patients, service users, carers and the public. The Group includes representatives from the three local Healthwatch bodies, Clinical Commissioning Group and GP PPI and PPG networks, voluntary sector bodies, Voluntary Action groups for Leicestershire and for Rutland, condition or pathway specific patient/service user representatives, diversity representatives, public interest groups and Carers. The Group is chaired by the Chair of Healthwatch Rutland, Jennifer Fenelon and supported by BCT's Programme Manager, Paul Hunt.

The Group has been established for over a year. Its recent activity includes:

- Full review of the Group's Terms of Reference, with emphasis on broadening its membership.
- Reviewing and updating the Case for Change.
- Undertaking an exercise for weighting criteria for use in prioritising Work Stream activities.
- Agreeing the role of a PPI representative on Programme Groups and Work streams.
- Establishing particular links with the Communications and Engagement Enabling Group and with the Clinical Reference Group.

Chair: Jennifer Fenelon Chair, Healthwatch Rutland

Contact: Paul Hunt BCT Programme Manager paul.hunt@leicestercity.nhs.uk



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Clinical Reference Group

The Better Care Together Programme is a programme for health and social care. Health and social care professionals therefore need to be leading and driving the changes required.

The programme's Clinical Reference Group brings together senior clinicians, public health professionals and social care service leaders, and patient and public involvement representation. The Group ensures that the outcomes of the Better Care Together programme are clinically driven and delivered within the required timescales for the benefits of all of the patients and service users in Leicester, Leicestershire and Rutland. It equally ensures that, collectively and individually, the Better Care Together work stream proposals to change clinical services are robust, clinically safe and in the best interests of patients, service users and the public. It ensures that citizens, patients, the public and wider stakeholders are involved in the early stages of developing planning proposals. Its membership includes medical and nursing clinicians, public health and social care professionals, from each of the Clinical Commissioning Groups, each of the Local Authorities, from University Hospitals of Leicester NHS Trust, Leicestershire Partnership Trust and primary care (GP practices).

The Group is chaired by the Chair of Leicester City CCG, Professor Azhar Farooqi, with Dr Andrew Furlong from UHL as its Vice-Chair, and is supported by BCT's Programme Manager, Paul Hunt. Its recent activity includes:

- Establishing the Case for Change, in consultation with Patient and Public Involvement.
- Reviewing the approach and process for agreeing the Programme's strategic plan.
- Reviewing recommendations for IM&T and Workforce.
- Establishing particular links with the Patient and Public Involvement Reference Group.

Chair: Prof Azhar Farooqi Co-Chair and GP, Leicester City CCG
Contact: Paul Hunt BCT Programme Manager paul.hunt@leicestercity.nhs.uk

Political Reference Group

The Better Care Together Programme works across the whole social care and health system for Leicester, Leicestershire and Rutland. The citizens of Leicester, Leicestershire and Rutland - the public, patients, service users and carers – must be at the centre of the Better Care Together Programme. The Political Reference Group is being established to:

- Advise the Programme Board on engagement across the health and social care system, its member organisations and the public.
- Advise on political decision-making and approval.
- Advise on general political issues.
- Advise on political briefings.

The Group will meet on an 'as required' basis, and particularly around key milestones and decision points. An initial meeting is scheduled for mid-June 2014.

Contact: Geoff Rowbotham BCT Programme Director geoff.rowbotham@nhs.net



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Better Care Together Enabling Groups

Communications and Engagement Enabling Group

Good communications and engagement are essential if Better Care Together is to succeed. The programme's Communications Group advises on best practice and delivers activity as required. It advises on ensuring that citizens, patients, the public and wider stakeholders are involved in the early stages of developing planning proposals and that proposals are discussed with a variety of stakeholders. Senior communications professionals from all partner organisations are members of the group, which is chaired by former Leicester Mercury Editor Nick Carter and supported by BCT's Interim Communications Lead, Matt Youdale. This means that there is a considerable combined resource which can be deployed.

Since the group first started meeting fortnightly in mid-April, activity has included:

- The start of regular updates for all health and social care staff.
- Shaping the BCT summit.
- Preparing for publication of the BCT plan in mid-June.
- Developing and implementing a shared protocol for media handling.
- Developing a major strategy for engaging the local population in the work of Better Care Together this summer. This phase will directly inform service options which will ultimately go out to formal public consultation.
- Involving PPI Group members in weighting the criteria for deciding service options.

Chair: Nick Carter

Contact: Matt Youdale

Independent Vice Chair, Leicester City CCG

BCT Communications Lead

matt.youdale@nhs.net



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Workforce Enabling Group

To support the Better Care Together Programme in delivering its strategy and plan, it is essential that there is a clear understanding of the impact on Workforce across the LLR Health and Social Care system. The objective being to deliver a strategy to meet the changing needs of a Workforce, fit for purpose, to meet the challenges of the new models of care and service delivery. The Workforce Group will provide support, leadership and delivery of the development of a workforce planning and education commissioning strategy across the LLR system.

Its core membership is based on the Leicester, Leicestershire and Rutland Local Education Training Committee, supported by Health Education East Midlands, with support from health provider organisation Directors of Human Resources, social care (Local Authorities & Skills for Care), CCGs and local universities.

Recent and forthcoming activities include:

- A task and finish group has been established to collect, collate and analyse the available data sets and workforce intelligence.
- Organising a workshop for early June, to include key stakeholders, that will critically analyse the benchmark data and the emerging themes from the models of care proposed as part of the BCT programme.
- Engagement with Health Education East Midlands and NHS Improving Quality to utilise good practice from NHS organisations who have undertaken similar initiatives.

Longer term activities:

- A workforce summit for LLR is proposed to establish the key programmes and proposed areas to concentrate efforts in terms of workforce development.

Chair: Peter Miller

Chair, Local Education and Training Committee
Chief Executive, Leicestershire Partnership NHS Trust
BCT Programme Manager

Contact: Barry White

Barry.White@LeicesterCityCCG.nhs.uk



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IM&T Enabling Group

It is essential that the Better Care Together Programme has unequivocal support in the development and delivery of the IM&T initiatives to enable the delivery of integrated care to the patients of Leicester, Leicestershire and Rutland, in a seamless and patient focused manner, no matter where and by whom the patient is treated, subject to patient consent. The IM&T Enabling Group is accountable for delivering the Better Care Together IM&T requirements across the Leicester, Leicestershire and Rutland health and social care system, enabling the realisation of its patient focused vision.

The vision will be realised by ensuring a robust system deployment strategy and ensuring a patient service, backed up by effective procedures and processes to ensure appropriate information sharing and governance.

The IM&T Group's core membership is based on the Leicester, Leicestershire and Rutland IM&T Delivery Board. It consists of representatives from system-wide partner organisations.

Recent activities include:

- A quick win, system-wide approach to patient record sharing, that enables informed patient consent.
- Commissioning an independent report to provide:
 - A clear definition of the LLR current IM&T position and plans.
 - An investigation to identify best experience and practice of IM&T systems and delivery from elsewhere in the NHS.
 - Identification of gaps within the LLR system and its intentions, and recommending possible options for closing those gaps.

Chair: Dr Tony Bentley Governing Body Member, Leicester City CCG and GP
Contact: Barry White BCT Programme Manager

Barry.White@LeicesterCityCCG.nhs.uk



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Estates and Facilities Management Enabling Group

It is essential that there is a clear understanding of the impact of the Better Care Together Programme on the Leicester, Leicestershire and Rutland health and social care system estate. The Estates and Facilities Management Enabling Group will deliver an Estates Strategy which will enable the delivery of integrated care to the patients of Leicester, Leicestershire and Rutland in a seamless and patient focused manner, no matter where and by whom the patient is treated. It is accountable for implementing a coherent Leicester, Leicestershire and Rutland system-wide health and social care Estates Strategy. It will ensure that the estate footprint is appropriate for the enablement of community/social care models of care, using technology and innovation to promote new models of care and service delivery.

The Estates and Facilities Management Enabling Group's membership includes Leicester Leicestershire & Rutland health and social care Estate Lead Officers, representatives from NHS Horizons, and representative health and social care Chief Finance Officers and Strategic Leads.

Recent activities include:

- Completing an Estate Dataset including all costs; backlog costs; performance
- Geographical mapping of properties
- Identifying opportunities for appropriately changing the estate footprint
- Reviewing opportunities for increased shared estate use across health and social care partners

Chair: Sarah Prema
Contact: Barry White

Chief Strategy and Planning Officer, Leicester City CCG
BCT Programme Manager

Barry.White@LeicesterCityCCG.nhs.uk