

Health and Care Integration and the role of the Devon Health and Wellbeing Board: A discussion paper

Report of the Chief Officer for Communities, Public Health, Environment and Prosperity

Recommendation: It is recommended that the board adopt the action plan set out in section 2

1. Integration Workshop

1.1 An Integration Workshop for the Devon Health and Wellbeing Board was held on Thursday 14 December 2017. This workshop, which was externally facilitated by the Local Government Association, involved a self-assessment of local readiness and progress towards health and care integration. The goal of local integration was described as delivering great services for great health and wellbeing outcomes for the people of Devon.

1.2 Workshop participants included members of the Devon Health and Wellbeing Board, along with chief officers from local healthcare providers including the Royal Devon and Exeter NHS Foundation Trust, Northern Devon Healthcare NHS Trust, Torbay and South Devon NHS Foundation Trust, and the Devon Sustainability and Transformation Partnership.

1.3 The workshop involved participants providing a self-assessment on the readiness for and extent of integration in Devon in response to 45 questions divided across eight themes:

1. Shared leadership
2. Shared commitment
3. Getting it done (local capacity and capability to deliver integration)
4. Shared accountability
5. Shared vision
6. Shared decision-making
7. Shared systems – models (covering financial, organisational and delivery models)
8. Shared leadership – enablers (covering the integration of IT, workforce and estates)

1.4 A number of measures indicated good progress to integration locally, including several in the shared vision theme, suggesting that the local case for change reflects the national analysis of challenges, and that in general there was a common understanding of local variation and gaps in capacity and resources. Other strengths relate to local commitment to integration, such as understanding the benefits and challenges of integration, responsibility for improving health amongst system leaders, a shared understanding of objectives of integration and prevention, and shared purpose. Other questions indicating areas of strength include local capability to deliver integration, local arrangements around accountability for delivery, and willingness to put public needs ahead of individual organisational leads.

1.5 Areas for development identified in the self-assessment included the extent of integrated resources for information and technology, workforce and estates. The extent of public and community involvement in service and system development is also identified as an area for development by participants, who also questioned the current extent of financial models, contracting methods and risk sharing arrangements to improve integration. Other areas for development relate to whether business is done in the right place, clarity around roles, responsibilities and system linkages, stakeholder engagement, and agreed metrics and benefits.

2. Action Plan

2.1 The workshop concluded with an action planning section which considered how the Health and Wellbeing Board could influence progress towards integration locally. This discussion generated the following specific action points:

- **Governance:** Health and Wellbeing Board Chair, Vice Chair and lead officers to meet local NHS leaders including the Chief Executive and Chief Clinical Officer for the Sustainability and Transformation Partnership and Clinical Commissioning Groups in relation to the Sustainability and Transformation Partnership and Combined Authority. This meeting will clarify roles and responsibilities for boards, and explore opportunities for cross-working.

- **Assurance Framework:** Health and Wellbeing Board to oversee local application of an assurance framework for integration. This framework should provide a structured means for ensuring that integration locally meets common objectives in relation to coproduction, addressing inequalities, outcomes and evidence base. It is proposed that the assurance framework should include an annual review of the wider Devon STP outcomes and performance frameworks and national integration scorecards, an annual repeat of the Local Government Association Self-Assessment questionnaire outlined in section 1 to monitor progress, and the annual completion of the Local Government Association maturity matrix for integration.
- **Place based intelligence:** Health and Wellbeing Board to use and develop intelligence relating to the diverse communities across Devon in relation to community needs, integration and system outcomes. Overarching themes and issues relating to the 30 market and coastal town areas in Devon from the JSNA, outcomes reporting and other sources will be reported to the board to inform priority setting.

The actions in respect of governance and an assurance framework should also consider the need for involving and representing the views of people receiving health and care services in Devon.

The outcomes of these actions may have implications for the Board in relation to membership, terms of reference and the format and content of future meetings. These should be considered in due course as the role of the board in integration is refined.

These actions highlight areas where the Health and Wellbeing Board in its strategic role can contribute to integration locally. Board members and workshop participants should also consider how their organisations can take further action towards integration locally and address areas for development including those highlighted through this exercise.

3. Legal Considerations

There are no specific legal considerations identified at this stage.

4. Risk Management Considerations

Not applicable.

5. Options/Alternatives

Not applicable.

6. Public Health Impact

The integration of health and care services has a direct impact on public health. The workshop and resulting action plan highlights areas where the board and local organisations can assist in improving health and reducing inequalities.

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Background Papers

Nil