Warwickshire County Council’s Approach to Progressing the Integration of Health and Care

Recommendation

That Cabinet endorse the content of the document Warwickshire County Council’s Approach to Progressing the Integration of Health and Care.

1.0 Background

1.1 The document ‘Warwickshire County Council’s approach to progressing the integration of Health and Care’ has been developed with the intention of setting out the council’s commitment and strategic approach to working with our partners to deliver an integrated health and care system.

1.2 It has been influenced by discussions and interactions with members and partners and is underpinned by our commitment to deliver Warwickshire’s Health and Wellbeing Strategy Refresh 2018 – 2020 and the draft Coventry and Warwickshire Strategic Five-Year Health and Care Plan 2019/20 - 2023/24.

2.0 Executive Summary and Analysis

2.1 The document provides a framework for Warwickshire County Council to make decisions and to take action to progress the integration of health and care.

2.2 The document outlines our organisational commitment to progress integrated commissioning and delivery arrangements as part of an integrated health and care system with decision making underpinned by the following considerations:

• The Warwickshire place as well as the three places within it (South Warwickshire, Rugby and Warwickshire North).
• Benefits for people
• System/Sector benefit
• Organisational benefit
• Financial sustainability

2.3 To support delivery of our commitments and approach the document proposes prioritising the following activity up to March 2021:

• Focus on early intervention, prevention and self-care.
• A joint focus on strengths and relationships.
• Integrating commissioning arrangements and pooling resources across health and social care.
• Integrating service delivery and improve co-ordination of services across health and social care.
3.0 Financial Implications

3.1 Delivery of our commitments and priority actions may have associated financial implications for the council and system partners.

3.2 Any decisions required to support delivery of our commitments and priority actions will be made through appropriate organisational governance arrangements with financial implications for the council and partners clearly articulated. This will allow informed decisions to be made in light of the competing demands on the Authority’s resources.

4.0 Environmental Implications

4.0 There are no direct environmental implications relating to this report.

5.0 Background Papers

None

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Contact information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report Author</td>
<td>Becky Hale</td>
<td><a href="mailto:beckyhale@warwickshire.gov.uk">beckyhale@warwickshire.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>01926 742003</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>Becky Hale</td>
<td><a href="mailto:beckyhale@warwickshire.gov.uk">beckyhale@warwickshire.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>01926 742003</td>
</tr>
<tr>
<td>Strategic Director</td>
<td>Nigel Minns</td>
<td><a href="mailto:nigelminns@warwickshire.gov.uk">nigelminns@warwickshire.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>01926 412992</td>
</tr>
<tr>
<td>Portfolio Holder</td>
<td>Les Caborn</td>
<td><a href="mailto:lescaborn@warwickshire.gov.uk">lescaborn@warwickshire.gov.uk</a></td>
</tr>
</tbody>
</table>

This report was circulated to the following members prior to publication.

Local members: N/A

Other members: Councillors Caborn, Morgan, Redford, Golby, Adkins, Roodhouse, Chattaway and Chilvers
Warwickshire County Council’s Approach to Progressing the Integration of Health and Care

October 2019
Our Vision & Purpose

‘One Health and Care Partnership, Two Health and Wellbeing Boards, Three Outcomes, Four Places’

This document sets out Warwickshire County Council’s (WCC) commitment and strategic approach to working with our partners to deliver an integrated health and social care system. We already have a solid foundation of integrated working arrangements that we are seeking to further build upon and strengthen for the benefit of Warwickshire people (see Appendix 1).

Our ambition is to support the delivery of Warwickshire’s Health and Wellbeing Strategy (see Appendix 2) and the Coventry and Warwickshire Strategic Five-Year Health and Care Plan 2019/20 - 2023/24 and to realise our joint commitments as outlined in the Coventry and Warwickshire Health and Wellbeing Concordat. The commitment to integrate health and social care was endorsed by WCC members in a public interest debate in February 2018.

Our collective vision is that:

‘We will do everything in our power to enable people across Coventry and Warwickshire to pursue happy, healthy lives and put people at the heart of everything we do’

We believe that each of our residents deserves to:

- Lead a healthy, independent and fulfilled life
- Be part of a strong community
- Experience effective and sustainable health and care services

To underpin this vision, Coventry and Warwickshire are committed to a Population Health approach and;

‘...improving the physical and mental health outcomes and wellbeing of people within and across a defined local, regional or national population, while reducing health inequalities. It includes action to reduce the occurrence of ill health, action to deliver appropriate health and care services and action on the wider determinants of health. It requires working with communities and partner agencies’ Kings Fund, A Vision for Population Health, November 2018
Understanding the Need of our Population

Warwickshire has developed a place-based approach to understanding the county’s health and wellbeing needs through the Joint Strategic Needs Assessment (JSNA). This reflects both national policy direction towards population-based health and care systems and a sub-regional move in both Coventry & Warwickshire towards a place-based approach.

The JSNA is a vehicle for engaging and involving local communities, partners and stakeholders to obtain in-depth understanding of the needs and assets of geographical areas to inform strategies and plans for enhancing community resilience and service delivery at a local level.

Our Warwickshire population is growing; ageing; becoming more diverse; increasingly taking on caring responsibilities and is generally considered to be healthy.

Within our population there is significant variation in health and care outcomes between genders, ethnic groups and communities with pockets of deprivation and inequality. Our JSNA is magnifying these variations and these are a focus for system and place plans.
Our Customers

All citizens of Warwickshire are our customers as the Council is responsible for commissioning and delivering a broad range of services including adult social care, children’s health and social care and public health.

Public health

Warwickshire County Council commissions a wide range of public health services; including sexual health, drugs and alcohol services, health visiting and school nursing, physical activity and wider functions that impact on health and wellbeing. There have been improvements in core areas of public health and in some of the wider determinants that affect health, including the following areas:

Warwickshire continues to face a number of public health challenges, including the following:
Adult Social Care

Warwickshire County Council commissions services for around 12,000 adults during a year, with an average of 6,800 individuals receiving a service at any given time. Of those 6,800, the majority are people aged 65+ receiving a range of services from advocacy and reablement to residential and nursing care. On an average day WCC commissions care for around 1,900 people in a residential or nursing setting, and around 4,000 people in a long-term community setting. The remainder are in low level services.

In 2018/19 Warwickshire was slightly behind the national average of 28.4% community service users receiving a direct payment, with an outturn of 27%. WCC’s score of 591.25 individuals aged 65+ admitted to residential care was closer to the national average of 585.6. Warwickshire saw 11.6% people with a learning disability of working age in paid employment, compared to the national average of 6%.

Warwickshire’s delayed transfers of care (DTOC) performance is currently ranked 78th best out of 151 Local Authorities for Jun-19 (roughly in the middle). However, Warwickshire Social Care DTOC performance is 65th best for the same period (almost in the top 3rd of Local Authorities). This represents a significant improvement from June 2017 when Warwickshire Social Care DTOC performance was ranked in the bottom 20.

Each month Warwickshire completes around 256 new assessments and 493 planned reviews, with an additional 50 unplanned reviews. An average of 1080 people receive a direct payment, and just under 60 people aged 65+ are admitted to a residential care setting - in addition to four younger adults.
Children’s Social Care

Warwickshire County Council provides support to an average of 8000 children/young people in need during a year, with an average of 3700 children/young people open to the service at any given time. Of those 3700 around 720 are children in care, 350 children are subject to a child protection plan and 400 are aged 18+ but receiving support from our leaving care service.

The Multi-Agency Safeguarding Hub receives contacts about an average of 2000 children/young people a month with 500 children/young people then having an assessment completed by initial response to assess whether they require a service.

Around 50% of our children in care are placed with a carer approved by our internal fostering service with around 35% placed in commissioned placements such as agency fostering, residential care or supported accommodation. The remaining 15% are placed for adoption or placed with parents. Warwickshire has a slightly higher rate of unaccompanied asylum seeking children placed in care than is seen nationally or regionally, 10% compared to a national rate of 6% and a regional rate of 5%.

Around 15% of children open to children’s social care at any given time are receiving a service from the Children with Disabilities Team. On average around 300 direct payments are paid to families to support children with disabilities.
A Focus on People and Place

Through further integration we want:

- People living in all areas of Warwickshire to be healthier; supported by services which emphasise the importance of wellbeing and maintaining good health.

- Communities to become stronger, with local people developing their own support networks and having a role in planning the services they need.

- Care and support for those in need to be delivered by teams of staff working seamlessly across different sectors, so that support can be provided as effectively and efficiently as possible.

We will:

- **Prioritise prevention:** We will tackle the causes of health-related problems to reduce the impact of ill-health on people’s lives, their families and communities. We will ensure that our citizens know the preventative and early intervention services and information offer; supporting them to access through effective social prescribing routes. We will refocus our efforts to reduce lifestyle risks that cause harm to our health, and ensure we promote wellbeing at the core of our offer. We will continue to monitor for health threats, working with our partners to create environments that promote and protect health and wellbeing. We will seek to be make better use of health and wider determinants data, making prevention more proactive and personalised, reducing health inequalities and narrowing the gap between the least and most affluent areas of the County.

- **Strengthen communities:** We will support strong and stable communities. We will listen to residents to understand what they want from the services and encourage them to lead change themselves. Public health provides input into the Health and Wellbeing Partnerships and we will continue to leverage on these relationships to strengthen communities.

- **Co-ordinate services:** We will work together to design, commission and deliver services which take account of the complexity of people’s lives and their overlapping health and social needs. We will focus on the best way to achieve good outcomes for people, reducing the number of interactions people have with our services and avoiding multiple interventions from different providers. We will inform the commissioning and transformation of health and care services through the Health and Care Partnership.

- **Share responsibility:** We will maintain partnerships between the public sector, voluntary and community sector, local businesses and residents, recognising that we share a responsibility to transform the health and well-being of our communities and tackle inequalities. We will pool resources, budgets and accountabilities where it will improve services for the public.
Our Finances

With over £1.2 billion currently invested in the Warwickshire health and care system we need to ensure that our ambitions to integrate health and social care are affordable and sustainable and making best use of collective resources. There will be times when we need to make difficult decisions, but there is commitment in these instances to listen to the views of local people and our staff and ensure transparent processes for making decisions.

A Focus on Outcomes

The collective vision described above is fully aligned to the WCC Draft Plan 2020-2025 with the following strategic outcomes and objectives.

Strategic Outcome - Warwickshire’s Communities and Individuals are supported to be safe, healthy and independent

Our Strategic Objectives:

- Support our most vulnerable and disadvantaged children reducing the need for children to become, or remain, looked after.
- Support the most vulnerable & disadvantaged adults in Warwickshire to enjoy life; achieve & live independently.
- Support Warwickshire residents to take responsibility for their own health and wellbeing and reduce the need for hospital or long-term health care.

Our Integration Commitments

We will work actively with our partners to progress integrated commissioning and delivery arrangements as part of an integrated health and care system. To underpin this we will focus on:

- The Warwickshire place as well as the three places within it (South Warwickshire, Rugby and Warwickshire North) - we will always consider the offer to the Warwickshire citizen with an emphasis on responding to need and reducing inequalities.
- Benefits for people - we will progress integrated arrangements, and utilise council assets for mutual benefit, where there is evidence it will improve the service offer, experience and/or outcomes for the people of Warwickshire; especially those who are vulnerable.
- System/Sector benefit – we will consider integrating arrangements, including delegating some of our functions to partners to deliver or taking on lead responsibilities, where there is a clear benefit to the system.
- Organisational benefit – we will consider integrating arrangements and utilising council assets for mutual benefit where this will deliver a more efficient and effective service offer.
• Financial sustainability – we will consider integrating arrangements that will deliver a financial saving or contribute to the management of financial risk.

To support delivery of our approach we will prioritise the following activity up to March 2021:

**Focus on early intervention, prevention and self-care:**

• Clarifying our approach and priorities for early intervention, prevention and self-care to focus and harness resources and reduce the need for targeted and specialist support. In particular - ensuring that our citizens know the preventative and early intervention services and information offer, supporting access through effective social prescribing routes; refocusing our efforts to reduce lifestyle risks that cause harm to our health and ensuring we promote wellbeing at the core of our offer; continuing to monitor for health threats; working with our partners to create environments that promote and protect health and wellbeing; and seeking to be make better use of health and wider determinants data, making prevention more proactive and personalised and reducing health inequalities.

• Building a legacy from the Year of Well-being delivering a refreshed and proactive programme of prevention, wellbeing and inclusion activities with clear benefits tracking.

• Developing digital solutions to enable access to self-help information and community support. This includes a refresh and re-launch of the online community information and advice platform to enable people to access community assets and promote self-care.

• Work in partnership with the voluntary, community and independent sector to support integration activity including facilitating effective and meaningful dialogue between the council, residents and this sector to ensure appropriate involvement in the design, delivery, ongoing transformation and continuous improvement of public services.

**A joint focus on strengths and relationships:**

• Implementing a way of working that starts with strengths and focuses on how people and communities can use their own skills, resources, relationships and networks (assets) to be the experts of and in charge of their own lives.

• Re-designing our approach to shaping the market to ensure it supports our approach to strengths and relationships, commissioning for outcomes and our integration agenda.

**Integrating commissioning arrangements and pooling resources across health and social care:**

• Actively engaging with health and social care commissioners to develop and implement integrated commissioning arrangements for: children and family services (including children with mental health issues and special educational needs and disabilities), younger adults with mental health issues and disabilities and older people.
- Designing our all age strategic commissioning function to focus on prevention, stop escalation of need, support strategic and place-based commissioning and delivery and enable future integration opportunities.

- Developing an overarching Section 75 to underpin all integrated commissioning arrangements in Warwickshire.

**Integrating service delivery and improve co-ordination of services across health and social care:**

- Aligning our service delivery with the NHS footprint where there is a benefit to Warwickshire residents.

- Considering the potential use of council buildings and assets to support the delivery of integrated health and care provision.

- Using the Education, Health and Care Plan as the single integrated plan for children with special educational needs and disabilities.

- Actively contributing to the development of integrated digital solutions to improve the customer service and experience with specific focus on the development of shared care records.

- Delivering simple systems and processes to eliminate duplication and improve the customer experience.

- Actively engaging with health and care commissioners and the Provider Alliance to develop integrated delivery arrangements for: children services (including children with mental health issues and children with special educational needs and disabilities), younger adults with mental health issues and disabilities and older people.

- Actively contributing to the design and implementation of the Coventry and Warwickshire maternity and paediatric delivery model.
Appendix 1 - Warwickshire Joint Working Arrangements, August 2019

Health and social care partners within Warwickshire have developed a variety of joint working arrangements. Here are some examples.

WCC have joint commissioning arrangements in the following areas...
- Children and adults with learning disabilities and/or autism across Coventry and Warwickshire
- Section 75 agreement with South Warwickshire Foundation Trust (SWFT) for discharge to assess
- Commissioning of integrated community equipment services on behalf of the CCGs
- Partnership commissioning arrangement with NHS England Specialised Commissioning for Sexual Health/IVF treatment
- Supporting the Out of Hospital Collaborative with a jointly funded Lead Commissioner and Public Health consultant (with SWCCG)

WCC are lead commissioner for...
- Advocacy services on behalf of the CCGs and OCG across Coventry and Warwickshire
- Joint contract with Coventry and Rugby CCG for the Community TR Service
- The Mental Health Helpline, working with CRSC and CWPT to provide services across Coventry & Warwickshire
- Care at home, supported living, live in care and complex clinical care services on behalf of social care and the 3 CCGs.
- Safe Haven service for people experiencing mental distress, on behalf of the Health and Care Partnership for Mental Health

Joint Strategies & Workstreams...
- Joint strategy for people with learning disabilities
- Multi-agency Warwickshire Suicide Prevention Strategy
- Living Well with Dementia in Warwickshire strategy
- Coventry and Warwickshire Health Protection Strategy
- Community Resilience programme: CWH&C Mental Health & Emotional Wellbeing
- Health and Wellbeing Workstream of the LMS
- Clinical Design Authority of the CW&HC
- Improved Better Care Fund (BCF)
- Hospital Social Prescribing offer
- CRESS service - emergency support for Carers
- Trusted Assessor role with timely care home assessments
- Autism Outreach for adults
- Autism Outreach for Children and Families and Adults
- Parent Infant Mental Health Strategic Plan, and Creative Health Alliance
- Joint Adult Carers Strategy
- Coventry and Warwickshire Health & Care Partnership
- Red Bag scheme - for older people in care homes being admitted to hospital
- Proactive and Preventative Care Workstream
- Planned Care stream of the CW&HC
- Hospital to Home on behalf of the acute hospitals
- Warwickshire Health and Wellbeing Strategy
- Maternity and Paediatrics programme
- Street Triage Warwickshire North pilot
- Hospital Advocacy Support

Quality Assurance...
- Shared approach with WNCCG and SWCCG for the quality assurance of residential and nursing home provision
- Shared quality assurance dashboard collates and displays key quality information
- Multi-agency Service Escalation Panel that includes local CCGs

Joint Training...
- Fully funded learning opportunities for social care providers
- Training programmes for Making Every Contact Count (MECC), Health Champions and MECCH plus
- Establishing a joint apprenticeships hub
- Community resilience programme training to support the mental health and wellbeing programme

Market Management...
- Partnership with the 3 CCGs on aligning annual inflation for commissioned service
- Partnership with the 3 CCGs on the development of annual Market Position Statements
- Partnership approach to market shaping with the 3 CCGs through the Accommodation with Support Board

Joint Partnerships WCC are members of...
- The Arden Learning Disability and Autism Transforming Care Partnership (TCP)
- Warwickshire Cares Better Together Programme (Better Care Fund)
- Local Health Resilience Partnership
- Health Protection Committee
- Health and Wellbeing Partnerships in each Place bringing together partners from WCC, Borough/District Councils, commissioners, providers and the community and voluntary sector
- Year of Wellbeing Programme across Coventry and Warwickshire with a joint manager.

Joint Funding Panels...
- Arden TCP fair share agreement
- Better Care Fund and Adult Social Care Winter Fund (winter pressures grant)
- PH Consultant Individual Funding Requests (IFRs)

Joint Funding Arrangements...
- Arden TCP fair share agreement
- Better Care Fund & Adult Social Care Winter Fund (winter pressures grant)
The Health and Wellbeing Strategy, led by the Health and Wellbeing Board, provides a county-wide approach to improving local health and social care, public health and community services, to address the wider determinants of health, reduce health inequalities and strengthen our communities. It has a statutory responsibility to understand current and future health and social care needs through the JSNA, to promote partnership working and integration, and improve commissioning and delivery of services. The 2018 refresh of the Health and Wellbeing Strategy reflects progress made since 2014 and responds to the rapidly changing context for health and social care. The Strategy is aligned to the work of the joint Coventry and Warwickshire Health and Wellbeing Boards (the ‘Place Forum’) with a greater focus on prevention, a better understanding of local needs, and a more integrated approach to health and care across partners.

It is positive that health and wellbeing has improved in many areas across Warwickshire over the lifetime of the Health and Wellbeing Strategy from 2014 and generally health in Warwickshire is good compared to the England average. People live longer for both males (79.9 years) and females (83.6 years), on average. Annual reviews have reflected the breadth of improvements made with partners across the health and care system. We now have fewer children living in low income families, more children achieving a good level of development at the end of Reception, more young people achieving GCSEs and in education, employment or training, fewer young people are entering the justice system, and fewer teenage conceptions. More adults are keeping physically active, fewer people are smoking, delays during transfers of care have reduced, and more people are staying at home after being discharged from hospital. More service users feel they have control over their lives, and report it is easier to find information about support.

However, there is much more to be done. In line with the national trend, life expectancy is starting to reduce and people are spending more years in poor health - on average 14 years for men and 17 years for women. The gap is more pronounced for residents living in the most deprived parts of the county with significant opportunities to intervene in the “window of need”. All these issues impact on families and workplaces and put pressure on health and social care services. Our aim must be to narrow that gap so that Warwickshire residents live most, if not all, of their lives in good health, and focus on prevention, early intervention and self-care to help people stay healthier for longer.

The Strategy will be refreshed for 2020-25 underpinned by evidence from the JSNA, and to align with the Coventry and Warwickshire Health and Care Plan and the joint Concordat.