

HEALTH AND WELLBEING BOARD

6 September 2017

Title:	Stepping Up: A Narrative of Health and Social Care Integration in Barking and Dagenham
Report of the Deputy Chief Executive and Strategic Director for Service Development and Integration	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Mark Tyson – Commissioning Director, Adults' Care and Support Rhys Clyne – National Management Trainee	Contact Details: Tel: 020 8227 2875 E-mail: mark.tyson@lbbd.gov.uk Tel: 020 8227 3033 E-mail: rhys.clyne@lbbd.gov.uk
Sponsor: Anne Bristow: Deputy Chief Executive and Strategic Director for Service Development and Integration	
Summary: <p>In July 2017, the Board received a report on the future direction of the Health and Wellbeing Board. Amongst its points, it described a narrative history of health and social care integration in Barking and Dagenham.</p> <p>This report introduces and appends that narrative, as well as updating the Board on further developments to the direction and form of the Health and Wellbeing Board.</p>	
Recommendation(s) <p>The Health and Wellbeing Board is recommended to:</p> <ul style="list-style-type: none">(i) Note and discuss the contents of the report and the narrative history of health and social care integration in the Borough, as set out at Appendix A to the report; and(ii) Approve the policy positions detailed in section 5 of the report and part 3 of Appendix A to the report.	
Reason(s) <p>In order for the Board to fulfil its responsibilities of encouraging health and social care integration, and delivering improved outcomes and reduced inequalities for the residents of Barking and Dagenham, it is vital that the focus, operation and direction of the Board be evaluated and improved as necessary.</p>	

1 Introduction and Background

- 1.1 The remit of the Health and Wellbeing Board, established on 1 April 2013 under the provisions of the Health and Social Care Act 2012, is to strengthen working relationships between health and social care, and encourage the development of more integrated commissioning of services. Through its work the Board seeks to improve health and wellbeing outcomes, and reduce health inequalities, of local people.
- 1.2 With the population of Barking and Dagenham growing rapidly – expected to reach 275,000 by 2037 – and demand for health and social care services increasing even faster, with a wide range of health inequalities continuing to impact residents, and with budgets facing the pressures of this demand in conjunction with the last 7 years of austerity, the Board's responsibility to encourage substantive integration and innovation has never been so important and urgent.
- 1.3 It is, therefore, essential to ensure that the Board is using its time and resources in the most efficient and effective way possible, targeting innovative and important proposals and challenges, in order to best serve the residents of Barking and Dagenham.

2 January 2017 Workshop

- 2.1 In January 2017 members of the Board took part in a workshop on the current state and future of the Health and Wellbeing Board, and how it can best serve its aims and purpose. This workshop generated a number of outcomes and perspectives:
 - Momentum is key. It was agreed that the Board needs to maintain a strong pace behind the integration work being sought, in order to meet the urgent demand we face.
 - It was agreed that the members of the Board need to ensure all resources and avenues for commissioning and integration are being utilised, and that the Board is placed at the centre of co-ordinating the impact of system-wide initiatives (for example the BHR programmes and the STP) on Barking & Dagenham. The Council's role as the focal point for a community leadership for Barking & Dagenham needs to be expressed through the Board and through these discussions.
 - The Board should devise and agree a narrative on the history of health and social care integration in Barking and Dagenham. This should prove the long-standing commitment to integration, the 'ups and downs' of what has been done before, what is currently being undertaken and the lessons learned so far. In addition, this narrative could be added to with a commonly agreed vision for the future of health and social care integration in the borough, outlining the principles of effective collaboration and integration we have learned over previous and current undertakings.
 - We have a rich history of health and social care integration, and in many ways are currently pioneering the field. Yet the borough does not receive the praise, attention and engagement it deserves for this work, and partners remain overly modest with regard to integration achievements. This modesty holds back further progress, and the Board must foster a positive, optimistic attitude which both encourages future work, and informs others of our achievements.

3 Reframing the operation of the Board

3.1 Since the workshop, discussions have continued about how these findings can inform changes to the working of the Health and Wellbeing Board. In summary, there is common agreement that the best way forward for the Board would be for its business to be conducted with:

- Fewer, more substantive items and less routine operational business;
- A stronger emphasis on ensuring a place for discussion about system interventions, principally the BHR Integrated Care Partnership and the East London Health & Care Partnership (the Sustainability & Transformation Plan);
- Consideration of the timing of meetings;
- A refreshed substructure for the Board

3.2 These proposals were highlighted and discussed in the report taken to the last Board, in July 2017. Consequently, the forward plan has been reviewed to reflect a greater concern for fewer, more substantive items, and the Board's substructure continues to be reviewed.

4 Narrative for Integration in Barking and Dagenham

4.1 As decided at the January 2017 workshop, a narrative has been developed about the history and theory of health and social care integration in Barking and Dagenham. As well as detailing previous and current undertakings, the narrative outlines the lessons learned from these projects, and how they inform our understanding of integration moving forward.

4.2 The narrative will act as a means of evidencing our achievements made thus far.

4.3 The narrative is attached in Appendix A

5 Policy Positions

5.1 Based on the history outlined in the narrative, and the overview of current work and priorities, the narrative concludes with a series of policy positions. These positions will guide future collaboration and integration.

5.2 It is recommended that the Board approve these positions, and adhere to them with regards to all future integration initiatives. The policy positions are as follows:

- Our focus is on Barking and Dagenham
- We are shaping our own destiny
- BHR is our major focus for cross-borough work
- Everything should strengthen localities, where feasible
- We are committed to integrated delivery

- Partnership can and should encompass robust challenge
- We want to strengthen democratic leadership of health
- We work at our own pace
- We will work sustainably
- Innovation is key

6 Implications

Joint Strategic Needs Assessment

- 6.1 The remit of the Board is to encourage integration of health and social care and deliver improved health outcomes and reduced inequalities for the residents of Barking and Dagenham, including those identified in the 2016 JSNA. Therefore, working to maximise the efficiency, effectiveness and direction of the Board – as this report does – aims to improve the Board’s ability to react to the findings of the JSNA.

Health and Wellbeing Strategy

- 6.2 The Health and Wellbeing Strategy includes in its key themes prevention, improvement and integration of services, care and support, protection and safeguarding. A more effective Health and Wellbeing Board would be able to forward each of these priorities, and in particular prevention, and improvement and integration of services, as more resource and time may be focused on these key issues.

Integration

- 6.3 The proposed new direction of the Board will allow it to dedicate greater resources and time to substantive topics of health and social care integration; a central purpose of the Board.

Financial Implications – completed by: Katherine Heffernan, Group Manager – Head of Service

- 6.4 There are no financial implications directly arising from this report itself which is for discussion and noting. However effective management of the financial pressures in both Health and Social Care will be key for the Council’s MTFS and the NHS STP and successful delivery of our shared objectives.

Legal Implications

Implications completed by: Dr. Paul Field, Senior Governance Lawyer

- 6.5 The Health and Wellbeing Board is established under Section 194 of the Health and Social Care Act 2012. The primary duty of the Health and Wellbeing Board is to encourage those who arrange for the provision of health or social care services to work in an integrated manner. This is further extended to include encouraging integrated working with those who arrange for the provision of health-related services (defined as services that may have an effect on the health of individuals but are not health services or social care services).

- 6.6 The report's appendix usefully sets out the historical to current context of joint working and future potential. This report is therefore supports the Councils legal responsibility to work to improve the health of its community.

Risk Management

- 6.7 n/a

Patient / Service User Impact

- 6.8 n/a

List of Appendices:

Appendix A: Integration of Health and Social Care in Barking & Dagenham: Our Journey So Far; Our Current Position