

**Agenda Item 11**

**DERBYSHIRE HEALTH AND WELLBEING BOARD**

**5 January 2017**

**Report of the Strategic Director Adult Care and Public Health**

**LGA STEPPING UP TO PLACE –  
INTEGRATION SELF-ASSESSMENT TOOL**

**1. Purpose of the report**

To provide an overview of the LGA Stepping Up to Place – Integration Self-assessment Tool and propose that the Health and Wellbeing Board agrees to a workshop session to undertake the assessment.

**2. Information and Analysis**

The Local Government Association (LGA), in conjunction with the NHS Confederation, NHS Clinical Commissioners and Association of the Directors of Adult Social Services (ADASS) have developed a self-assessment tool for health and wellbeing boards. The tool is designed to support local health and care leaders, through health and wellbeing boards, to critically assess their ambitions, capabilities and capacities to integrate services to improve the health and wellbeing of local citizens and communities. The assessment focuses on the key elements and characteristics needed for successful integration, offering insight into the current status of the Board's development and next steps by focusing on four key questions in two modules:

**Compulsory modules**

1. Do you have the essentials for the integration journey?
2. How ready for delivering integration is your health and care system?

**Optional modules**

- What is effective governance for delivering integration?
- What is effective programme management for delivering integration?

A list of the questions and key issues considered throughout the assessment are attached as an Annex to this report for information. The analysis of the information captured as part of the assessment will provide the Health and Wellbeing Board with the opportunity to identify ten key collective actions to allow the local health and care system to progress towards integration.

The tool can form part of a normal Health and Wellbeing Board meeting, or alternatively it can be run as a facilitated workshop by the LGA.

### **3. RECOMMENDATION**

The Health and Wellbeing Board is asked to:

- Agree that a half-day self-assessment workshop, led by representatives from the Local Government Association, is arranged and the key actions from this workshop reported back to a future meeting of the Health and Wellbeing Board.

**Joy Hollister**  
**Strategic Director, Adult Care and Public Health**  
**Derbyshire County Council**

## **Annex 1: Stepping Up to Place – Self Assessment key questions**

### **Key questions considered in each module**

#### **Module 1: Do you have the essential for the integration journey?**

##### **A shared commitment**

- Is there agreement and a shared understanding on the objectives of integration and prevention, and what needs to change in order to achieve these objectives?
- Have system leaders created a shared purpose, which sets a clear vision of how to improve local people's health and wellbeing?
- Do leaders understand the benefits and challenges of integration from both public and organisational perspectives?
- Have leaders taken responsibility for their contribution to improving health and wellbeing?
- Is there a shared and demonstrable commitment to a preventative approach, which focuses on promoting good health and wellbeing for all citizens?
- Have your system leaders gained commitment from all stakeholders to make the changes required for transformation?
- Are services and the local system designed around individuals and the outcomes important to them?

##### **Shared leadership**

- Do local leaders have the right relationships, shared values and behaviours to work together for the public good?
- Do leaders have the honest conversations about challenges facing the whole system and its component parts?
- Have leaders been able to reach shared solutions?
- Is there a willingness to put the needs of the public before the needs of individual organisations?
- Is there trust between leaders and organisations?

##### **Shared accountability**

- Are roles and responsibilities clear, set out in terms of reference, and do they match the decision-making authority?
- Does the health and care system have arrangements in place for organisations to be held to account for delivery?
- Is business only done in the right places?
- Are links to each other's organisations statutory decision-making responsibilities clear?
- Does the system share data?
- Are there agreed key metrics and benefits?
- Is there clear governance for accounting to partners for progress?

- Is there open communication?
- Is the right information provided to the right people to enable them to carry out their roles and responsibilities?

### **Getting it done**

- Is there capability and capacity to deliver integration?
- Given the scale and scope of the integration, are there appropriate arrangements and transactional skills in place to deliver across the health and care system?
- Are governance arrangements able to make binding decisions, and are they at the right place and pace required?
- Have you agreed the processes to bring about change locally which will meet the tests of law for public bodies: public consultation? Procurement? Competition?
- Have leaders agreed a change model for the whole health and care system?
- Is there strong joint programme management to align resources and tasks?

## **Module 2: How ready for delivering integration is your health and care system?**

### **Your shared vision**

- Do leaders have a clear picture of future resources?
- Do leaders have a clear evidence based assessment of future demand for services?
- Is there local variation in outcomes, services, quality and standards?
- Do leaders have a clear understanding of gaps in capacity and resources?
- Have they agreed how to address gaps in capacity and resources?
- Does your local case for change reflect the national analysis of challenges?

### **Shared decision making**

- Have you agreed the governance for local system-wide working?
- Are the right stakeholders involved and can binding decisions be taken?
- Do you recognise, engage and harness local energies to lead integration?
- Are all relevant partners – local authorities, CCGs, NHS England, providers and community and voluntary sector leaders engaged and committed to playing their part?
- Are system leaders engaging with communities and stakeholders to secure their engagement in what, why and how change needs to happen?
- Are services and the local system developed with the people who use and provide services, and your communities?
- Are you clear that you have the right decision making footprints agreed for planning and delivering the integration improvement needed?

**Shared systems – models**

- Have you critically assessed and agreed which modern care delivery models would best improve the outcomes you need to address locally?
- Have you appraised and agreed which organisational models may better support delivery of your modern care delivery models?
- Have you appraised and agreed how financial resources could be deployed to best effect?
- What financial models, contracting methods and risk sharing would best achieve the outcomes you wish to improve by integration?

**Shared system – enablers**

- Information and technology – at individual and population level, shared between relevant agencies and individuals?
- Workforce – across the whole system to ensure supply, adequate training and development of a multi-disciplinary approach?
- Estate – are you maximising access and efficiencies?

**Optional module 1: Effective governance for delivering integration**

- Do committees and groups have the appropriate legal authority to make decisions?
- Can binding decisions be secured at the right level and at the pace required?
- Are roles and responsibilities clear and set out in terms of reference?
- Do roles and responsibilities match the decision making authority?
- Are the right stakeholders engaged in the right places and at the right times?
- Do committees and groups include membership from all the organisations which will need to make decisions?
- Is business only done in the right places?
- Are links to each organisations statutory decision making responsibilities clear?
- Is the right information provided to each committee and group to enable it to carry out its role and responsibilities?

**Optional module 2: Effective programme management for delivering integration****Describe the ambitions of the local health and care system**

- What is the present state of the local health and care system? What sources will you use?
- What are the system challenges?
- Have you agreed what needs to be done?
- What action is needed to move the system forward?
- What changes are needed to develop shared culture and behaviour?

- How will you hold everyone to account for the changes and outcomes?

### **Programme planning**

- Is there an appropriate programme plan to transform your local health and social care system and make it sustainable?
- When will it happen?
- Who will lead what? And who will be involved?
- When will decisions be taken?
- When will ambitions be delivered?
- Have you agreed clear milestones and checkpoints?

### **Planning footprints**

- What are the planning footprints for the services being improved?
- Who is the population which will benefit from the plans agreed?
- Which organisations within the planning footprint will be engaged?
- How do the local delivery footprints or localities align with other existing strategic planning footprints?
- Are the interdependent strands of the programme recognised and aligned?
- How will progress be appropriately assessed and reported?
- How will you ensure reporting is insightful into reasons for status?
- How will you ensure expectations are proactively identified and managed?