



## PAPER E

Purpose: For Decision

# Committee report

Committee	<b>CABINET</b>
Date	<b>11 JANUARY 2018</b>
Title	<b>LOCAL CARE PLAN</b>
Report to	<b>CABINET MEMBER FOR ADULT SOCIAL CARE AND PUBLIC HEALTH</b>

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### EXECUTIVE SUMMARY

1. Cabinet is asked to endorse a new Local Care Plan for the Isle of Wight, which is intended to set out the key activities to be undertaken by the Island's health and care system, to improve the quality of health and wellbeing of the Island's community. The plan is set in the context of the increasing and significant, financial and regulatory challenges facing the sector. The recently created Local Care Board will be responsible, for the delivery of the plan as a whole, with oversight being provided by the Health and Well Being Board and scrutiny of the plan being undertaken by the Policy and Scrutiny Committee for Adult Social Care and Health.

### BACKGROUND

2. The health and care sector on the Isle of Wight (including the Voluntary Sector, CCG, IWNHS Trust, Local Authority and Public Health) have a shared vision, for health and social care, to be person centred and well-coordinated. In this approach, people will proactively take responsibility for their own health and wellbeing, but the system will support them, when required, through advice, information and ensuring the right support is there to respond to their needs, at times of crisis. This will include working with GPs, as part of a locality response to those people living in their communities, who have long term conditions or are frail, due to disability or age.
3. Ultimately the sector's objectives are:
  - To improve health and social care outcomes.
  - Ensure people have a positive experience of care.
  - Have an approach which is person centred.
  - For service provision and commissioning to be delivered in the most efficient and cost effective way across the whole system, leading to system sustainability.
  - Ensure that staff feel proud of the work they do, the services they provide and the organisations they work for and the partners are employers of choice.

4. In the summer of 2017, a Local Care Board was developed as a vehicle for the Isle of Wight health and care system to bring together the council, clinical commissioning group and the NHS trust, along with wider partners and stakeholders to continue to deliver the transformation of the local care system as set out in the 'My Life a Full Life' model of care. At the same time, it offers an appropriate forum, for the Isle of Wight to consider and contribute to the work being driven by National Health Service England to develop a Sustainability and Transformation Plan (STP) to transform, and meet the challenges facing health services, across the Hampshire and Isle of Wight geography.
5. A key role of the Local Care Board is to streamline, speed up and prioritise the way each organisation works across and within the system, with a focus on the few things that will make the biggest difference to the Isle of Wight community. In order to achieve this focus, the Board has developed a Local Care Plan, to steer and inform the work of each organisation, individually and collectively for the benefit of Island as a whole.
6. As an Island there is much to celebrate about Island living and the opportunities it provides individuals to live their lives to the full. However, there are also a range of growing challenges, which the Local Care Plan seeks to address as set out below:
7. Demand for health and care support is increasing:

People are living longer, which is something to celebrate, but this is also increasing demand on health and care services. Proportionally, the Island has a much larger, older population (25.5% aged 65 years and older) compared to the rest of England and this is growing by 0.26% per year, so there are potentially bigger challenges for the Isle of Wight than elsewhere.
8. People's needs are increasingly complex

More people, around 45,000, are living with one or more long-term conditions such as coronary heart disease, diabetes and dementia, and this number is expected to grow. At the same time, people increasingly want to receive their care at, or closer to, home rather than visiting a hospital. Whilst some progress has been made towards this, most services are still not set up to allow this to happen, as a matter of course. There is more to do for people to be able to look after themselves including better use of new technology, resources, information and advice. There is also a need to provide support to people earlier, for them to avoid reaching a crisis point, and to identify and work with those who are vulnerable and more likely to need support.
9. A workforce that needs to develop and change:

The health and care service is totally dependent on the people working within it. Many of these individuals are set to retire over the next few years and at the same time it is a challenge to recruit and retain staff in some roles. There is need to develop approaches to attract and retain the right people and breakdown organisational boundaries so that care is coordinated around people's needs.
10. A system that needs to be able to manage well and provide the best quality of care:

Pressure on hospital beds and community services means that some people do not get home from hospital as quickly as they should or would like. People are waiting longer to be seen and then longer to be treated once referred. In some cases, the quality of care provided is also falling short, especially when compared with other similar NHS Trust areas. Without change, some people across the Island will be unable to get access to the level and quality of care they need to improve their health.

11. The affordability of the current level of service provision

Funding is not keeping pace with the increase in demand for services and the costs of providing some services on the Isle of Wight are higher than on the mainland. If action is not taken in response, the combined Isle of Wight health and social care system will face a funding shortfall of £52million by 2020.

12. The Isle of Wight's health and care system therefore, needs to do things very differently to change the way its services are delivered now and in the future. Making changes now will ensure that it can continue to support all members of the community to manage their health better and continue to live the lives they want to live and enjoy everything that the Island has to offer, long into the future.

13. The health and care system has already made significant progress in delivering some of the changes necessary to sustain its services over the long term by:

- Reducing the percentage of people permanently admitted to residential or nursing care – meaning more people have been able to be cared for at home.
- Improving how quickly people have planned operations.
- Launching a new safe haven service, providing support for people with mental health problems in the evenings and weekends to help them avoid reaching a crisis point.
- Integrating health and care teams, which are now working together in all three locality areas (South, North East and West & Central).
- Continuing to buck the national trend with reducing A&E attendances and emergency admissions to hospital.
- Significantly reducing the levels of Delayed Transfers of Care (DTocS) at the hospital.

14. The Local Care Board partners recognise that there is still much more to be done and that it cannot all be achieved overnight. It has therefore, developed the Local Care Plan that will allow it to focus on those things that will make the biggest difference to improving the system and therefore people's lives in the shortest time. The Local Care Plan (attached at appendix 1), is made up of a number of programmes, to improve the quality of services and outcomes for residents and help support the Island's drive to improved financial sustainability. The key initiatives which make up the plan are summarised in the following paragraphs:

15. **Acute Service Redesign** – Making sure that acute (hospital based) services are fit for purpose and provide quality care that is accessible, affordable and sustainable in the long-term.

16. **Coordinated Access** – Making it easier for people to access the right services, at the right time and in the right place increasingly through a single point of access.
17. **Community Service Redesign** – Making sure community health and care services provide a seamless and coordinated approach to supporting people most at risk of ill-health, those who are elderly and frail, or who have dementia or mental health problems. Working together to ensure people who need hospital or other institutional care, can return home once it is safe to do so and can be supported to continue to live safely and well in their local community
18. **Hospital to Home** – making sure that people who no longer need to stay in hospital can return home safely with the right support
19. **Mental Health Recovery** – developing better ways of treating and supporting people with mental health problems so that, where possible, they avoid reaching a crisis point and are supported in the most suitable environment for their physical and mental health needs.
20. **Transforming Learning Disabilities Care** – transforming services for adults with learning disabilities reducing their reliance on institutionalised care and supporting them more effectively within the community.

## STRATEGIC CONTEXT

21. The council's Corporate Plan 2017 – 2020 establishes twelve outcomes as measures of success in achieving the overall ten-year vision for, 'the Isle of Wight to be an inspiring place in which to grow up, work, live and visit'. The plan specifically contributes to the outcomes:
  - Vulnerable people are supported and protected.
  - People take responsibility for their own health and wellbeing
  - People have a place to call home and can live with independence.
  - Community needs are met by the best public services possible
  - A financially balanced and sustainable council.

## CONSULTATION

22. The Local Care Plan has been developed from the extensive public and stakeholder consultation carried out as part of the 'My Life A Full Life' Vanguard programme. It has also been the subject of discussion at both the Health and Well Being Board and the Policy and Scrutiny Committee for Adult Social Care and Health.
23. Any proposed service changes arising from work to deliver the Local Care Plan transformation activities, will need to be subject to separate consultation exercises, the extent of which will be determined by the changes being considered.

## FINANCIAL / BUDGET IMPLICATIONS

24. There are no specific financial implications for the council in endorsing the Local Care Plan. Each initiative will need to be considered on its own merits for its costs / savings to the health and care system in general and the council in particular, set against the benefits it will deliver for the community. Detailed business cases and predicted financial savings are to be developed for each of the priority areas.

## LEGAL IMPLICATIONS

25. There is no legal requirement for the health and care system as a whole, or the council in particular to prepare a Local Care Plan, but there is a significant benefit for there to be an agreed approach to transforming the health and care system between the key partners. Any specific legal implications that may arise for any of the proposed initiatives would need to be considered as part of the business case developed for that initiative.

## EQUALITY AND DIVERSITY

26. Equality Impact Assessments will be undertaken and reported as part of any proposed service changes within the Local Care Plan transformation activities.

## OPTIONS

27. The options available are:
- (a) Endorse the Local Care Plan as attached at appendix 1
  - (b) Do not endorse the Local Care Plan as attached at appendix 1.

## RISK MANAGEMENT

28. The Local Care Plan is managed in accordance with 'Prince 2' Project Management principles and 'Managing Successful Programmes'. Individual initiatives will be subject to regular risk management reviews as part of the ongoing project management methodology.
29. The Local Care Board is responsible for the overall delivery of the Local Care Plan which is being delivered at an operational level through and Operational Delivery Group. Each partner in the Local Care Board is responsible for its own governance arrangements for the delivery of service transformations as they impact on the partners. This risk to the delivery of the plan is that a partner in the Local Care Board is unable to secure the support of its organisation to any transformational activities proposed by the system. This is largely mitigated by the role of the Care Board to find an agreed approach to any such activities before any problems arise.

## EVALUATION

30. A Local Care Plan overseen by a Local Care Board, offers a clear and informed opportunity for the council and its health partners to work towards achieving a shared vision for the Isle of Wight health and care system. It creates a unique opportunity, for

the partners to identify areas of joint activity, understand the work being done by each of the partners and the impact of the actions of each partner, one on the other.

31. The Local Care Plan approach, allows all of the partners and the wider stakeholders in the health and care system, to be explicit about the challenges and opportunities impacting on their ability to deliver their statutory responsibilities. It also provides a framework for open and constructive dialogue for the sharing of information and strategic planning and coordination of activities, ensuring that the system is doing the best that it can for the benefit of the Island's community
32. Without a Local Care Plan, driven by a Local Care Board, there is a much greater risk that the key partners in the health and care system will take decisions independently of each other, that may be inconsistent with the wider Island vision and which could, if unchallenged, be of detriment to the other partners and key stakeholders in the system.
33. There still remains the potential, for some of the key system regulators to drive the behaviour and actions of one or more partners, in a manner that is inconsistent with the Local Care Plan or the wider vision of the partners. The arrangements now in place will help to mitigate against this happening, but also help to ensure that a whole system response can be considered, rather than it being left to the individual partners.
34. The Local Care Plan supported by the Local Care Board, offers a new and important opportunity to coordinate and plan the delivery of health and care services on the Isle of Wight. It is an emerging approach with a key focus on improving the overall deliverability of these services within the significant financial and regulatory constraints faced by all of the partners.

#### RECOMMENDATION

35. Option (a) - Endorse the Local Care Plan as attached at appendix 1

#### APPENDICES ATTACHED

36. [Appendix 1](#): Local Care Plan.

Contact Point: Paul Sly - Local Care System Convenor via e-mail [paul@slyconsulting.co.uk](mailto:paul@slyconsulting.co.uk)

JOHN METCALFE  
*Chief Executive*

COUNCILLOR CLARE MOSDELL  
*Cabinet Member for  
Adult Social Care and Public Health*