


Health and Wellbeing Board Tuesday 9 th August 2016	
Report of the London Borough of Tower Hamlets	Classification Unrestricted
Tower Hamlets Together Vanguard partnership - Health and Social Care Outcomes Framework - Discovery Phase findings.	

Lead Officer	Richard Fradgley, Director of Integrated Care, ELFT
Contact Officers	Somen Banerjee, DPH, LBTH
Executive Key Decision?	Yes/No

Summary

Tower Hamlets Together, the New Model of Care Vanguard partnership in Tower Hamlets, is seeking to design and develop a local system-wide Health and Social Care Outcomes Framework.

It is our aspiration that this framework will:

- Articulate clearly our collective ambition to improve the health and wellbeing of the population
- Be informed by citizen voice, i.e. it will be framed around what matters most to the residents of Tower Hamlets, and will be accessible in design and content
- Clearly identify how the Tower Hamlets JSNA and emergent (refreshed) Health and Wellbeing Strategy drive priority outcomes
- Clearly identify how our respective commitments to deliver the national outcomes frameworks for public health, the NHS, and Adult Social Care are linked
- Provide an architecture within which contract specific, or population-segment specific outcomes contribute to over-arching outcomes
- Provide an architecture through which performance can be measured, both at individual team level and across the system, with associated metrics in line with the ambition of design principle 10 of Kings Fund (2015) *Place based Systems of Care*
- Form the primary accountability mechanism between Tower Hamlets Together and the population it serves
- Improve quality throughout Tower Hamlets' services by encouraging a change in culture and behaviour focused on health outcomes not process
- Articulate clearly how health inequalities will be conceptualised and measured within the framework.

The framework will be co-produced with the residents of Tower Hamlets to identify

outcomes that are important to those living in the borough. This means directly engaging with people who use services, their friends and family, and other neighbourhood, civic or voluntary associations, in order to understand what change people want for themselves and their local area.

Overall, the three outcomes for the Tower Hamlets Together Vanguard programme are:

L1: Citizens feel in control of their health and wellbeing

L2: Citizens have the best possible resolution to their priorities at any contact with the Vanguard

L3: A cultural change such that the citizen / service relationship is mutually supportive

Our model of care will encourage the citizens of Tower Hamlets to find and develop resources and skills within themselves and their communities and to have confidence to work in partnership with our services in order to improve their own and their families' health and well-being from cradle to grave. We will achieve this in part through the delivery of integrated care models, which are 'more than the sum of the individual parts' and through our commitment to tackle health inequalities by understanding the wider determinants of health and prevention needs. We believe that if we focus on our community's well-being 'health' will mean more than 'a lack of illness'.

At the heart of our vision is our commitment to improving outcomes for Tower Hamlets citizens. We are clear that the outcomes we need to focus on are the outcomes that matter to patients and their families, so our approach to development will be co-production.

The framework will have a clear line to the priorities for health and wellbeing improvement laid out in the Joint Strategic Needs Assessment, and provide an architecture through which we are able to clearly articulate how population and contract specific outcomes contribute to our broader ambition. It is our intention that the outcomes framework may inform the basis of current work on a potential capitation contract in the future.

This reports sets out the findings of the discovery phase of this work which has been commissioned and was conducted over a six week period involving:

- 34 interviews with key stakeholders to understand the status and aspirations of the programme
- Reviewed previous public engagement and strategy work and identified gaps
- Review existing 'I statements' and outcomes development work
- Based on these interviews and reviews, and using Cobic's experience of implementing Outcomes Frameworks, set out our assessment of readiness against a number of key areas

Recommendations:

The Health & Wellbeing Board is recommended to:

1. Review the findings from Phase One set out in the Executive Summary
2. Comment on the proposals set out for Phase Two of the programme

1. REASONS FOR THE DECISIONS

- 1.1 This is a critical and ambitious piece of work for Tower Hamlets Together Vanguard Programme and the wider health and social care economy as it aims to develop and coproduce a set of widely owned outcome measures
- 1.2 If the work is to have a sustainable impact it is vital that the Health and Wellbeing Board is engaged, provides strategic input and shapes the programme

2. ALTERNATIVE OPTIONS

- 2.1 The development of the outcomes framework happens without the involvement of the Health and Wellbeing Board. As high level strategic engagement is critical to the success of this programme, this would limit its impact.

3. DETAILS OF REPORT

- 3.1 The report is attached. The executive summary is from pages 4 to 7. However, given the importance of the work, the full report is included to enable Board members explore findings in greater detail.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The London Borough of Tower Hamlets (LBTH) is a partner member of Tower Hamlets Together, the New Model of Care Vanguard which has commissioned the discovery phase of this work.
- 4.2 Vanguard funding is in place to fund the second phase of this work through our partners; East London NHS Foundation Trust (ELFT) and consequently, there is no direct financial impact to LBTH in commissioning the recommended next phase. Indirectly, there will be commitment through officer time in engaging with the planned work and this is to be contained within the Adults' Services budget.
- 4.3 LBTH Vanguard funding of £60,000 is supporting the development of the programme in 2016/17. Future financial consequences as a result of this work will be considered for incorporation into the Councils' outcomes based budgeting process as part of the 2017-20 medium term financial strategy.

5. LEGAL COMMENTS

- 5.1 The Health and Social Care Act 2012 ("the 2012 Act") makes it a requirement for the Council to establish a Health and Wellbeing Board ("HWB"). S.195 of the 2012 Act requires the HWB to encourage those who arrange for the provision of any health or social care services in their area to work in an integrated manner.

- 5.2 This duty is reflected in the Council's constitutional arrangements for the HWB which states it is a function of the HWB to have oversight of the quality, safety, and performance mechanisms operated by its member organisations, and the use of relevant public sector resources across a wide spectrum of services and interventions, with greater focus on integration across outcomes spanning health care, social care and public health.
- 5.3 Section 116A of the Local Government and Public Involvement in Health Act 2007 places a duty on the HWB to prepare and refresh a joint strategic health and wellbeing strategy in respect of the needs identified in the Joint Strategic Needs Assessment, so that future commissioning/policy decisions are based on evidence. The duty to prepare this plan falls on local authorities and the Clinical Commissioning Group, but must be discharged by the HWB.
- 5.4 The model of care proposed under the Framework is consistent with the Council's duties under Sections 1-7 of the Care Act 2014, including a duty to promote integration of care and support with health services and a duty under section 6 to co-operate generally with those it considers appropriate who are engaged in the Council's area relating to adults with needs for care and support. Further, there is a general duty under to prevent needs for care and support from developing.
- 5.5 When considering the recommendation above, and in designing and developing a local Framework, regard must be given to the public sector equalities duty to eliminate unlawful conduct under the Equality Act 2010. The duty is set out at Section 149 of the 2010 Act. It requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination (both direct and indirect discrimination), harassment and victimization and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The purpose of the work is to identify and track health and care outcomes for the whole population and also to monitor impact on equality groups. It is therefore a critical piece of work to provide the basis for prioritisation of resourcing based on health and care need.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 This is an external report. However, the outcomes framework will enable the council, alongside partners, to evaluate the impact of investments impacting on health and wellbeing in the borough from an outcome and cost effectiveness perspective.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 The framework encompasses wider determinants of health potentially including sustainability, clean air and access to green spaces so there may be link to the greener environment agenda.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 The purpose of a health and care outcomes framework is to mitigate the risk that outcomes of investment in health and care are unquantified and that different parts of the health and care system measure outcomes inconsistently. The impact of this would be resources being used ineffectively through duplication and lack of focus on outcomes that are considered to be important.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 Crime and disorder reduction has health impacts and also health interventions can contribute to reduction in crime and disorder. Links to this agenda are therefore potentially within the scope of the health
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Linked Reports, Appendices and Background Documents

Linked Report

- Tower Hamlets Together: Discovery Phase Executive Summary Report

Appendices

NONE

Officer contact details for documents:

- Somen Banerjee, Director of Public Health (LBTH) - somen.banerjee@towerhamlets.gov.uk
- Richard Fradgely, Director of Integrated Care, ELFT - richard.fradgley@elft.nhs.uk