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embrace risk

# THE BALANCING ACT



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# THE FUTURE OF CARE - EXPLORING RISK

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brownejacobson<sup>LLP</sup>





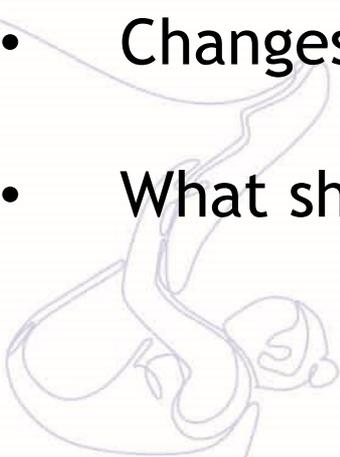
*“ICSs are part of a fundamental shift in the way the health and care system is organised...ICSs depend...on collaboration and a focus on places and local populations as the driving forces for improvement.”*



**The Kings Fund**

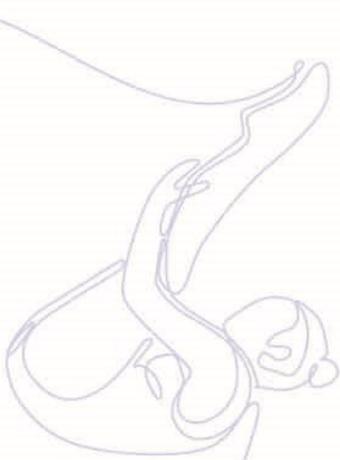
# Objectives

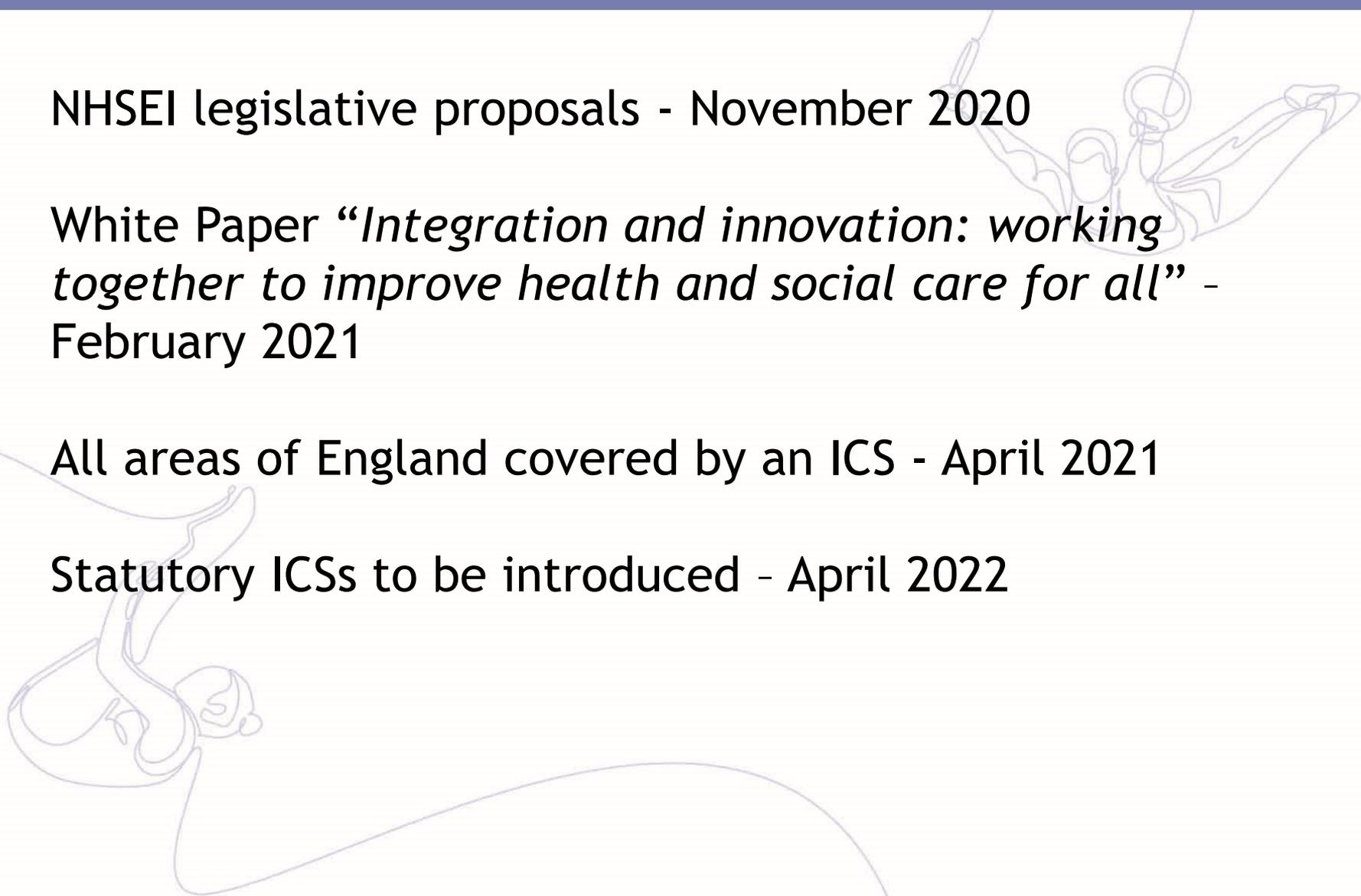
- Update on ICS reforms
- ICS model & interface with local authorities
- Changes directly affecting adult social care
- What should we do now?





# ICS Reforms

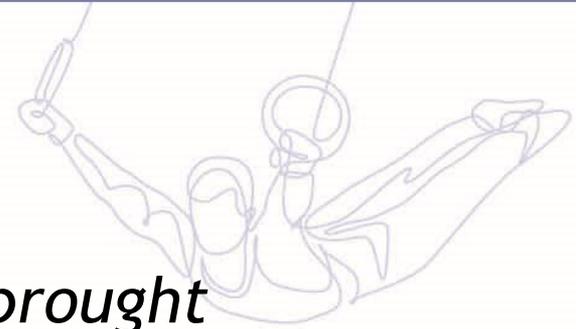


- NHSEI legislative proposals - November 2020
  - White Paper “*Integration and innovation: working together to improve health and social care for all*” - February 2021
  - All areas of England covered by an ICS - April 2021
  - Statutory ICSs to be introduced - April 2022
- 

## And social care?

*“Proposals on social care reform will be brought forward”*

Queens’s Speech 2021





NHS reforms offer a *“better docking mechanism for a reformed adult social care system”*

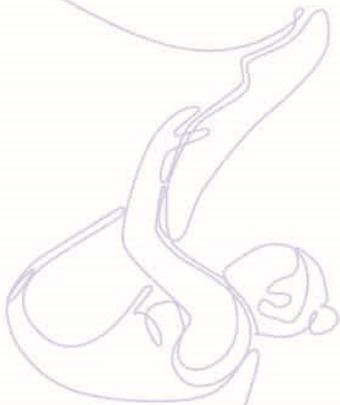
*“[it is] vitally important that social care can be there as equally resourced partners in that journey as well”*

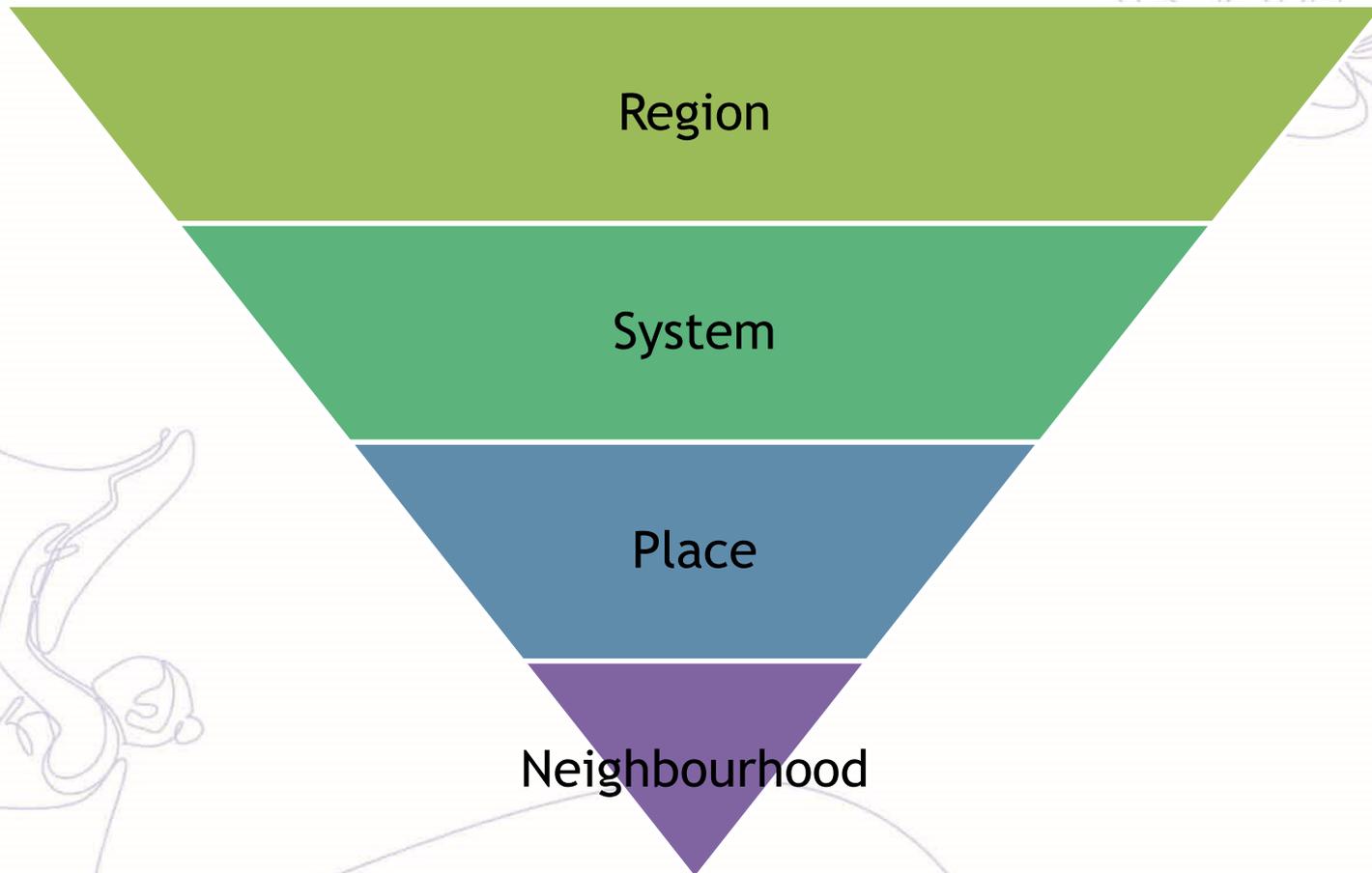


Sir Simon Stevens, to Health and Social Care Committee



# ICS model & interface with local authorities







Integrated  
care system

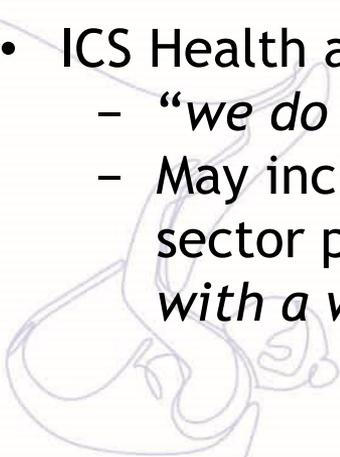


Place-based  
partnership

Provider  
collaboratives

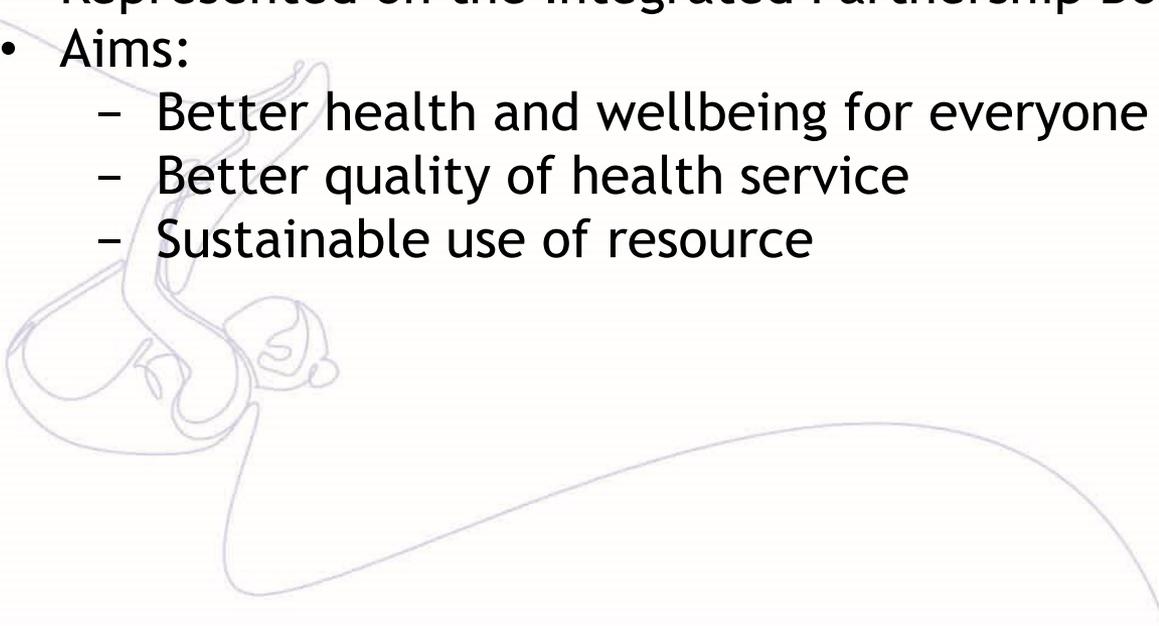
## Statutory ICS

- ICS NHS body / Integrated Care Board
  - with local government representation
  - Able to delegate to place and provider collaboratives
  - NHS functions
- ICS Health and Care Partnership / Integrated Partnership Board
  - *“we do not intend to specify membership or detail functions”*
  - May include: HWBs, Healthwatch, voluntary and independent sector providers, housing providers and other *“organisations with a wider interest in local priorities”*



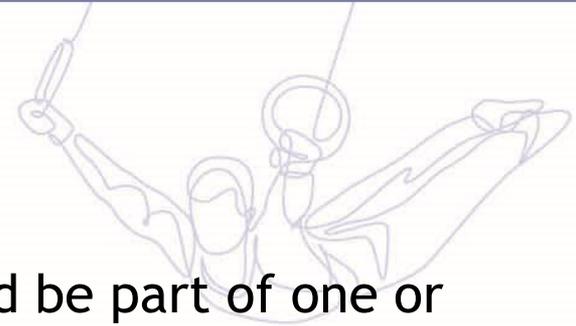
# Place based partnership

- Non-statutory collaboration of partners operating services within a place
- Every 'place' should have one
- Will include social care and public health
- Represented on the Integrated Partnership Board
- Aims:
  - Better health and wellbeing for everyone
  - Better quality of health service
  - Sustainable use of resource



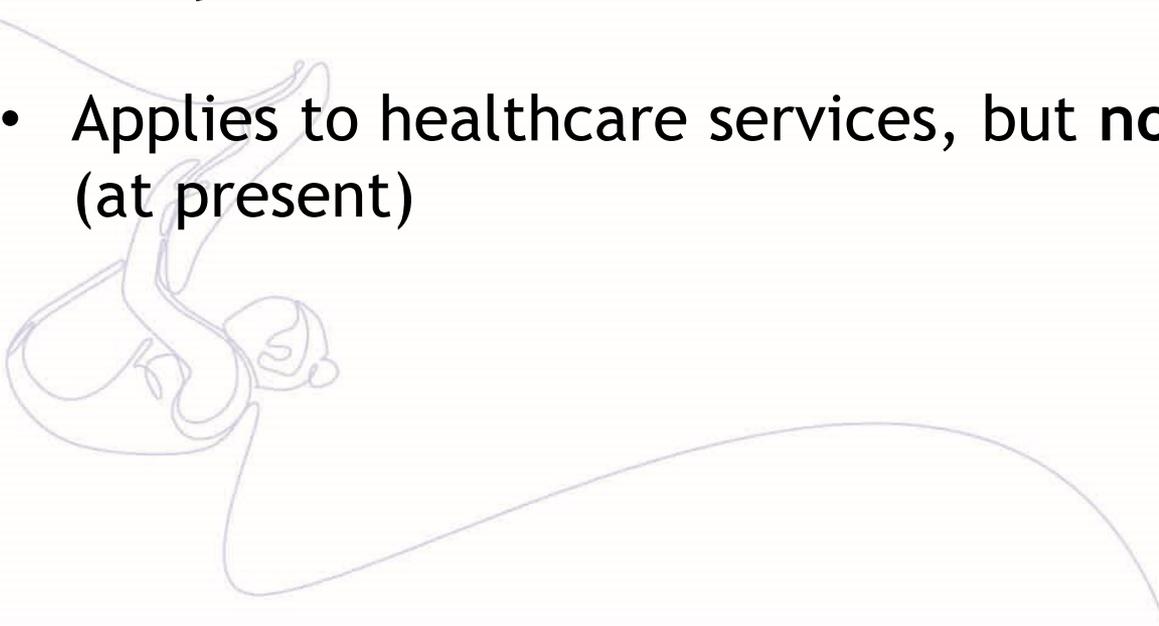
# Provider collaborative

- Every specialist provider across a system should be part of one or more
- Represented on the Integrated Partnership Board
- Aims:
  - Better health and wellbeing for everyone
  - Better quality of health service
  - Sustainable use of resource



# Provider selection regime

- Ability to continue arrangements or select without competition
- 9 key criteria for selection
- Applies to healthcare services, but **not** to social care (at present)

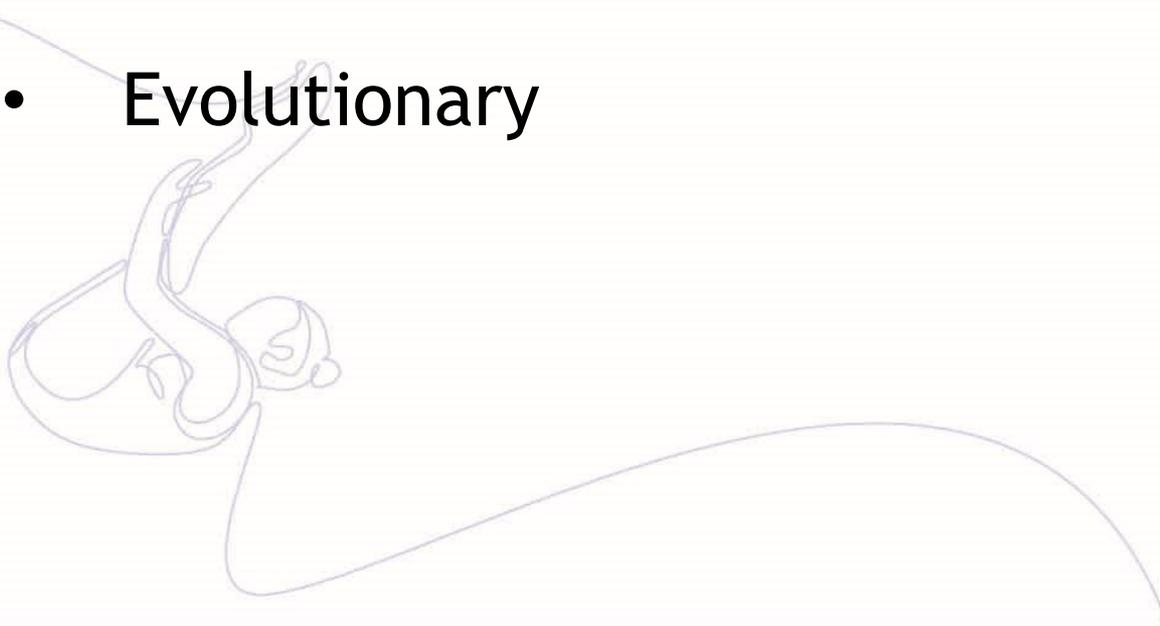


## Care pathways & patient choice

- Emphasis on care pathways, rather than individual services.
- *“ICSs can be powerful drivers of patient centred approaches that provide greater choice and control to patients by transforming services around the specific needs of their populations”*

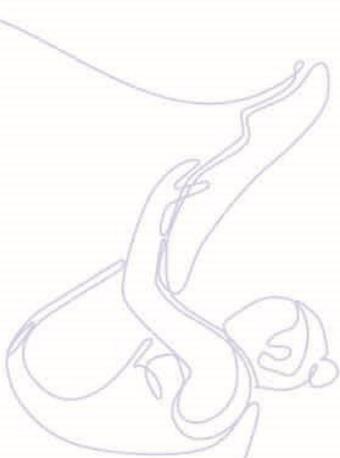
# ICS development in the future

- Simple
- Local
- Evolutionary





# Changes directly affecting local authorities



## Discharge to assess

- Replace requirement for pre-discharge assessments
- No change to eligibility criteria for care
- White paper predicts no increased financial burden to local authorities



## Data

- Build on progress in data sharing during pandemic
- More, and more consistent data-sharing
- Between system members
- At national level



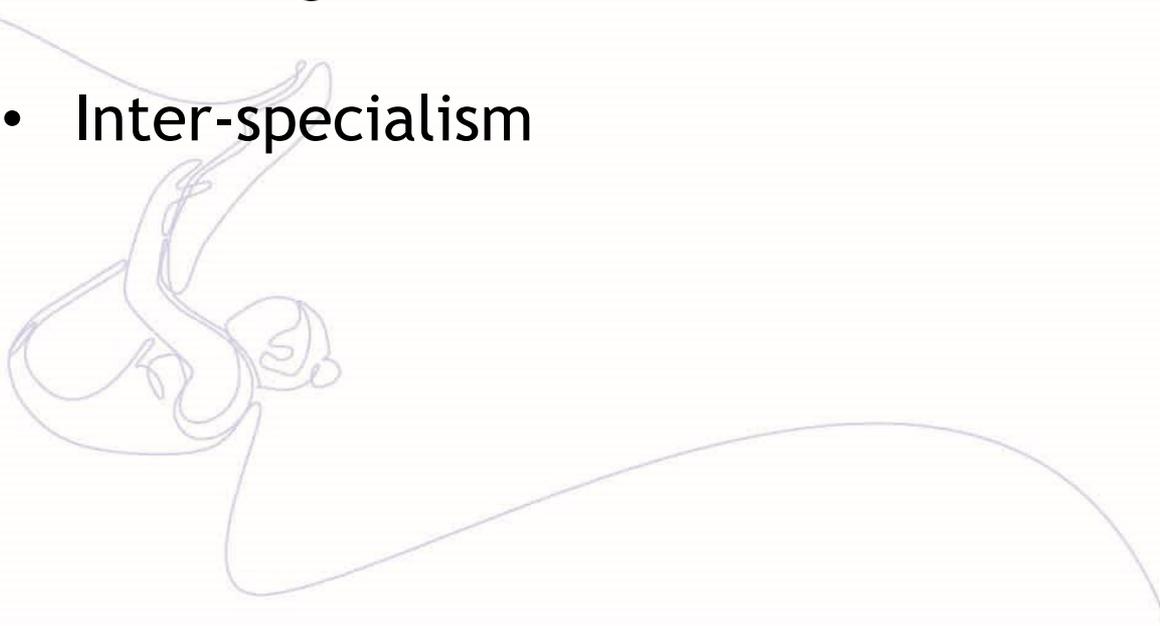
# Delivery at place & neighbourhood level

- ICS hubs
- Mixing of workforce and service users
- More/different workers and services users at your sites



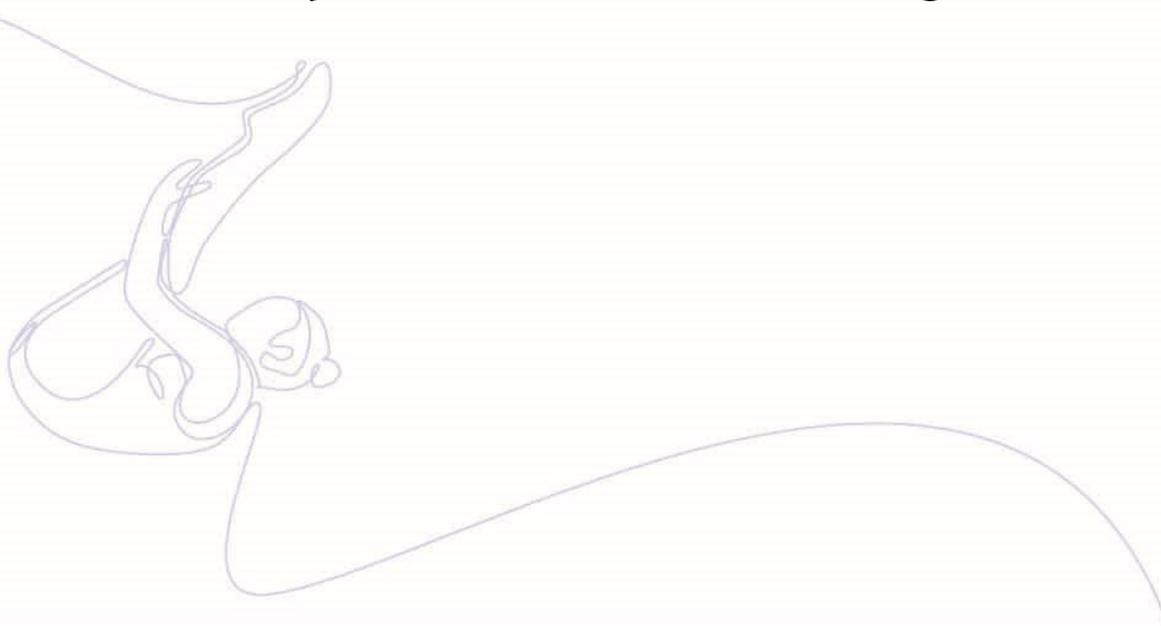
# Workforce sharing

- “*Flexible workforce deployment*” likely to be explored within systems
- Inter-organisational
- Inter-specialism



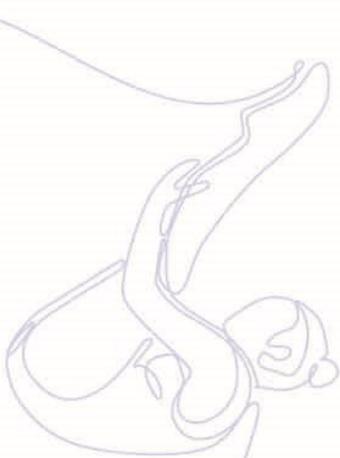
## CQC Oversight

- CQC to assess local authority delivery of adult services
- Secretary of state able to intervene where a local authority is assessed as failing to meet its duties.



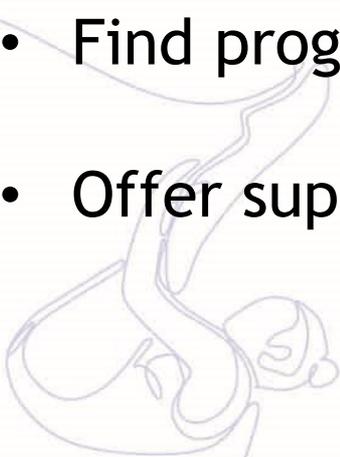


**What should we do now?**



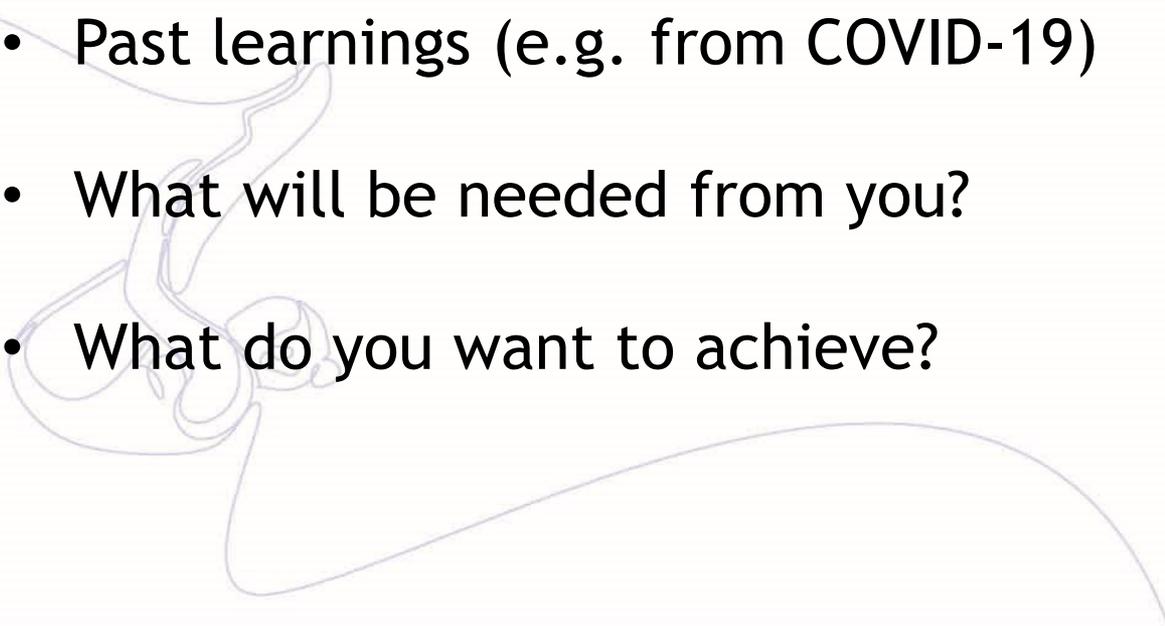
## Engage

- Identify current relationships
- Start building new ones, across the system
- Find programme leaders and influencers
- Offer support



# Understand

- System and place objectives and priorities
- Where on the journey is your authority?
- Past learnings (e.g. from COVID-19)
- What will be needed from you?
- What do you want to achieve?



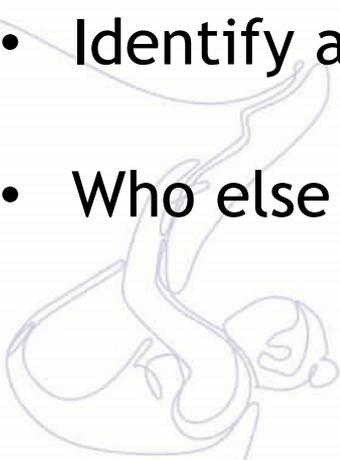
# Innovate

- Connections across system and services
- Benefits from reforms (e.g. data, knowledge)



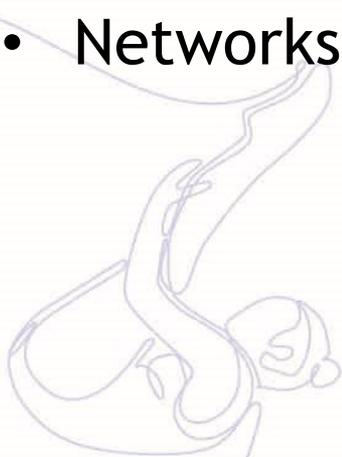
# Develop your shared narrative

- Aims and objectives?
- Why it's the right thing to do?
- Identify and support positive risk
- Who else needs to know?



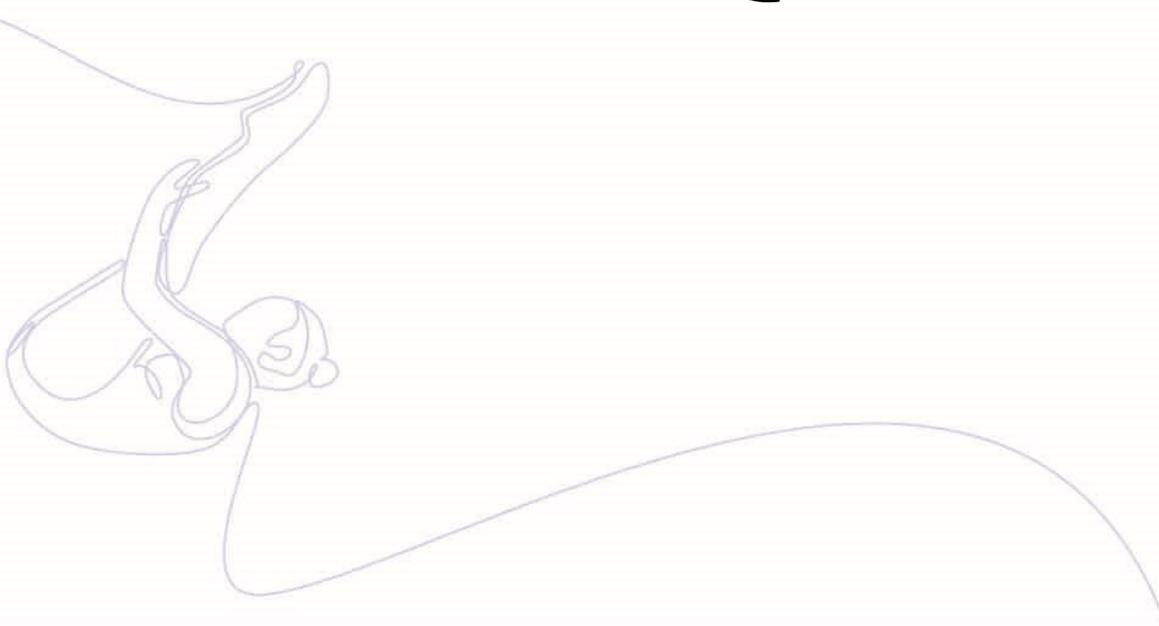
# Influence

- Knowledge
- Narrative
- Networks





# Q&A





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