

The Better Care Fund



Better Care Advisor and Multi-Disciplinary Consultancy Support Programme – Briefing

The Better Care Support Team has developed a programme of support to aid the planning and delivery of local area Better Care Fund (BCF) plans. The Better Care Adviser (BCA) and Multi-Disciplinary Consultancy (MDC) support programme is one strand of the overall support available.

This briefing provides information on:

- Summary of BCA/MDC Support Programme
- Eligibility Criteria
- Programme Approach

What is the BCA/MDC Support Programme?

The BCA/MDC Support Programme has been commissioned from the Local Government Association (LGA), in partnership with Local Partnerships and NHS Interim Management and Support (IMAS). It is intended to provide on-site capacity that Better Care Managers (BCMs) can draw on when they determine that a local area needs additional or specialist capacity or expertise. It is available to support local areas to both develop plans which meet national requirements and timescales, as well as to help progress implementation of BCF programmes and wider integration ambitions. It will be prioritised for areas at greater risk of not securing agreement in the first instance, although areas looking to further improve a strong plan or move towards wider integration will also be considered.

Better Care Advisers

Local areas will be able to draw on the BCAs to provide hands-on support when preparing their 2017-19 BCF plans, as well as assistance in the delivery of BCF plans and supporting wider Government expectations and ambitions for integration.

These BCAs are of significant seniority and have obtained a wealth of experience and expertise working across health and social care systems. They are experienced leaders of change and hold a track record of delivering integrated care.

It is intended that the BCAs will be deployed primarily in areas where there are substantial issues that cannot be addressed by other approaches, or where there may be a breakdown in the relationship between the parties involved. As noted above, priority therefore will be given to those in

greater need of support to secure robust BCF agreements. Requests to support areas with strong plans or ambitions will also be considered where the BCM is clear the local system would benefit from additional expertise or capacity to accelerate local ambitions or implementation. This includes but is not limited to support to strengthen system leadership, and develop delivery arrangements.

The BCAs will oversee and support areas to develop and deliver their BCF plans following an initial diagnostic session, usually lasting a half-day to a day. BCAs will maintain regular contact, conduct visits and attend meetings with these areas to:

- Break through challenging local relationships within the local area by facilitating difficult conversations and providing an appropriate level of challenge.
- Establish new ways of working between system leaders.
- Bring in best practice around system leadership in health and social care from other areas.
- Build confidence and momentum among the local area leaders that their challenges can be overcome.

Furthermore, BCAs will play a key role in supporting local partners and Health and Wellbeing Boards (HWB) to diagnose key issues and barriers, and develop solutions for successful plan implementation. They will also be expected to provide coaching support to senior leads across HWB areas, as appropriate.

Multi-Disciplinary Consultancy Support

This is intended to be a flexible resource working either in conjunction with the BCAs or independently as best suits local needs. It is intended that learning from all strands of support will be shared across the programme and local areas. The consultancy support is likely to focus on:

- Project and Programme Management
- Analytical Expertise
- Technical Support
- Financial Expertise
- Case Study Development

This resource will be used to deliver limited bespoke packages of support to local areas where a recovery plan, or other specific programme, has been developed and agreed in conjunction with the BCA, following the initial diagnostic session. Similarly to the BCA support, MDC support may also be available to those areas with a strong plan where additional expertise or capacity would accelerate local ambitions or implementation.

Eligibility Criteria

Support requests should support one or more of the following aims:

- To secure agreement on a compliant plan for the BCF 2017-19
- To support implementation of BCF schemes or performance improvements against the BCF metrics
- To support greater integration of health and care, including preparing for graduation from the BCF
- To strengthen leadership to lead integration locally

The support programme is developing capacity across the following themes, although support in other areas can be considered.

- Developing leadership or governance arrangements
- Extending or embedding joint or whole-system working
- Embedding innovation or change
- Developing vision or narrative
- Financial modelling, budget-setting or financial risk management
- Datasets and metrics
- IT, digital or information sharing
- HR or workforce development
- Legal or procurement

Programme approach

The BCA/MDC Support Programme aims to:

- A. Support local systems to develop plans for a continuation of the BCF in 2017-18 and 2018-19.
- B. Enable local systems to successfully implement their BCF Plans.
- C. Support the delivery of the overall Better Care Fund programme.

Priority will be given to requests falling under category 'A' which, without support, would have difficulties submitting a plan that will meet national requirements and timescales.

How will the BCA/MDC Support programme operate?

Local areas that require this level of support will be identified by their BCM. Any area that wishes to access this support should direct applications via their BCM. In discussion with the BCM, the area should identify clear objectives for the support and outcomes that it is hoped will be achieved. The BCM should ensure that the support request is discussed with the local team prior to submission.

The BCM, with the local area where appropriate, should submit a request for support using the online Application Form. This will enable the LGA team to understand quickly the issues and collect the necessary information required to consider the support request. Once this has been checked, the BCM will be issued with a unique web-link to monitor and contribute to that request/support package.

As discussed, prior to local areas accessing the support, the BCA will conduct an initial diagnostic session, in order to establish the exact support required. This will include gathering the views of the BCM as well as other key stakeholders. Following the diagnostic, the BCA, with BCM and BCST involvement, will co-develop a package of support.

The support programme follows a four-stage process. There is a template form for each step of the process, to assist the BCST, the BCMs and the LGA team to gather information, and to communicate, report and monitor consistently.

Phase 1 – Application

The BCM will submit an application for the support. The LGA support team will respond to support requests within two working days, including requesting any additional information required to assess the request. The LGA support team is available to discuss requests before submitting an Application Form, and will follow through with the BCM if there are points of clarification or further information required or if the application does not appear to meet the criteria.

Phase 2 Diagnostic Support

Once accepted, the LGA support team will identify the requirements and arrange for a BCA to make contact with the BCM and local area to arrange to undertake a Diagnostic Assessment. The support request will be developed into a specification by a BCA working closely with the BCM and the local area.

The specification will detail the objectives of the support and its scale and nature, such as which type of adviser will be involved and the number of days. The LGA support team will oversee the development of the specification to ensure quality and consistency, and will aim to develop the specification as quickly as possible. The local area will be required to agree the support deliverables and what support will be provided, and to commit to support the development of a case study if agreed suitable.

It is expected that a diagnostic visit/calls will be arranged within one week, and that it will take a further week to develop the specification for approval. This timeline is indicative as the priority is to ensure that all parties to the support are involved and support the specification. However, local areas are expected to make time available at the required levels. If this does not prove possible, the BCM and BCST will be informed.

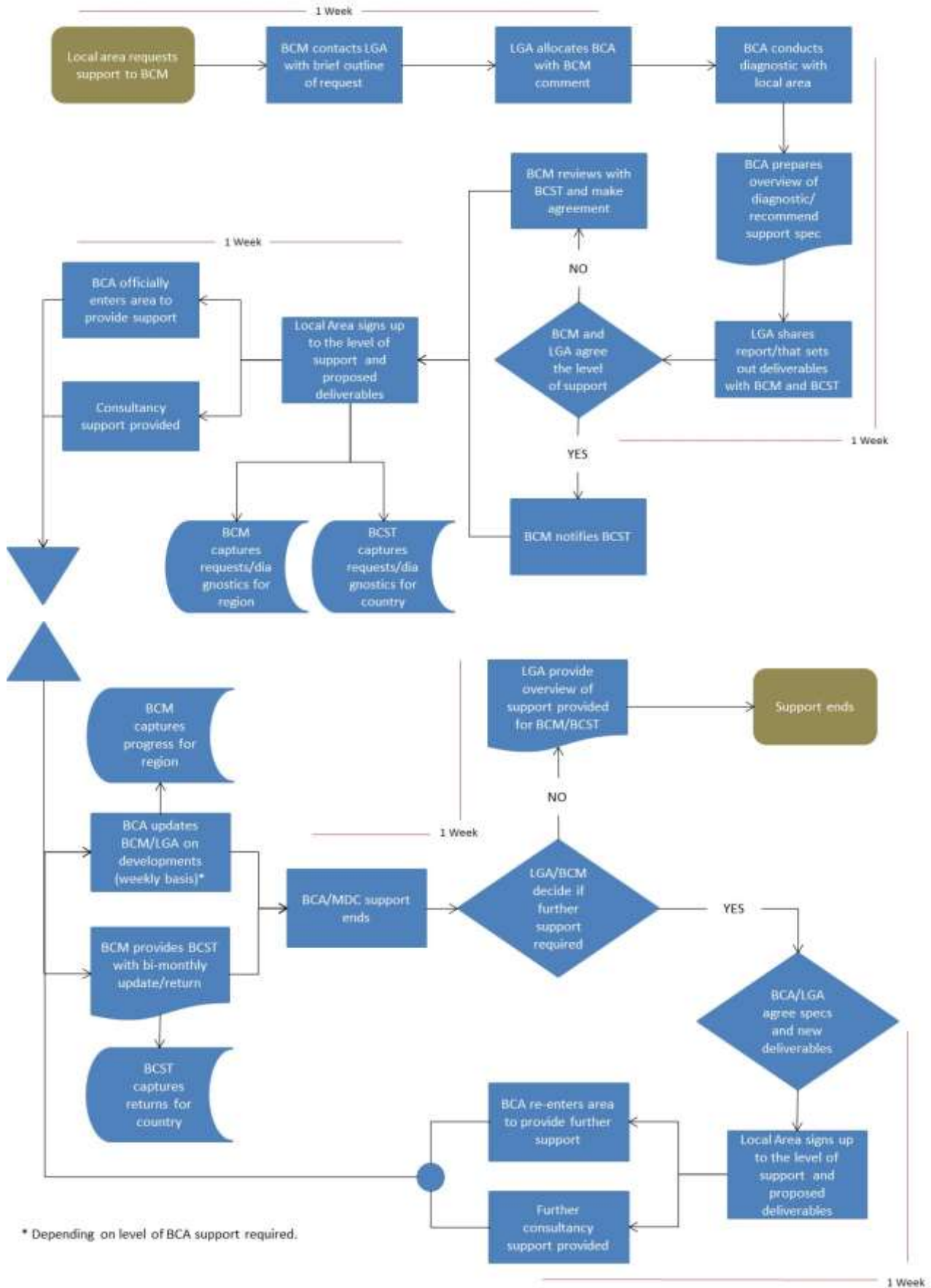
Phase 3 Support Implementation and Review

Once this specification is agreed with the local area and BCST/BCM, the LGA support team will mobilise the package and oversee its delivery. Monitoring will include regular progress submissions from the BCA. This monitoring will, with BCM input, ensure that the support is meeting need, and highlight if the support needs to be adapted, for example to bring in a different type of support or extend the package. The priority is to ensure that local areas receive the support they need to be able to agree a BCF plan which meets national requirements and timescales.

Phase 4 Completion and Evaluation

Once the specified support has been delivered, the BCA, with oversight from the LGA support team, will ensure that the objectives set in the package have been met, and that agreement is secured from the local team on the next steps to be undertaken. The BCA will also complete a report outlining the activities and outcomes of the support as well as future requirements. At this stage the BCM and local team will also be given the opportunity to comment on their experience of the support received via an online evaluation. The local team will have the opportunity to send a case study as an opportunity to share good practice and learning.

BCAs/MDC Support – Process Map



What will happen with this information?

A key lesson from last year's support is to ensure that learning and good practice from the programme is captured and shared, so this step will be prioritised in the final stage and the local area will be given the opportunity to submit a case study for publication.

Summary data will also be collated to permit evaluation of a number of themes including: issues commonly faced, support forms and levels required. This will assist in identifying support requirements for future years.

Will further support be available?

Where an area needs further support prior to submission of their BCF plan, the BCM and LGA support team will work together to extend the specification or create a new one, as appropriate.

The success of the support will rely on clear communication and joint working between the local area, the BCM/BCST, the LGA support team, and the deployed BCAs/MDCs. The LGA support team is intended to initiate and coordinate activity, ensuring it meets local needs. The team will also seek to ensure alignment with the other commissioned packages of support, to ensure the more efficient and effective deployment of BCF resources. If you have any queries regarding the process or wish to discuss your application please contact the team on chip@local.gov.uk

Who are the BCAs?

BCAs are individuals with significant experience in senior local and national health and social care roles for many years. Once a support request has been received the LGA support team will work with the BCM to identify the requirements of the area and a suitable BCA.

Where an area identifies a particular individual the LGA support team will endeavour to honour the request where possible; however it cannot guarantee that any one adviser will be available or selected for a particular support request. BCAs will not be allocated to work in an area where they have an existing professional relationship or there may be a potential conflict of interest, for example Care and Health Improvement Advisers will not work as a BCA in their allotted areas.

All requests for BCA support must be submitted via the Application Form to the LGA support team. For further information contact the team on chip@local.gov.uk

The role of the LGA

The LGA is one of the four national partners of the BCST. The LGA is delivering this support to CCGs and councils for, and on behalf of, the BCST.

The LGA also delivers a range of sector-led improvement initiatives, often in partnership with national care and health organisations, through the Care and Health Improvement Programme (CHIP). The CHIP is mainly funded by the Department of Health, with some additional funding from NHS England. Reporting and accountability arrangements are separate from the LGA's membership and policy activities. This separation includes managing any conflicts of interest that may arise.

