

BETTER CARE FUND (BCF)

OUTLINE OF SYSTEM SUPPORT OFFER FOR 2020/21

PROGRAMME OBJECTIVES AND SUPPORT WORKSTREAMS

The support programme will deliver the following objectives:

1. Enable ongoing implementation of integration and Better Care Fund policy and programmes
2. Identify and share impact of, and learning from implementing and embedding integration ambitions
3. Support local systems to overcome challenges through tailored packages of expertise and sharing national learning
4. Inform and influence national policy and practice developments

These objectives will be achieved through the following workstreams:

1. From COVID-19 response to recovery

Peer-facilitated sessions to learn local lessons from COVID-19, agree what needs to be continued, developed or ceased, and plan recovery and the 'new normal'. Options include:

- 'Pause and reflect' workshops
- 'Pause and reflect' peer enquiries
- Case studies and guides on good ideas and lessons learnt
- Recovery, winter planning and the 'new normal'

2. Whole-system learning, sharing, and improvement

- Tools, resources, webinars, case studies and good practice guides to support:
 - Stronger system leadership and development
 - BCF planning and delivery
 - Accelerated integrated care services and systems
 - Developing joint finances, commissioning and delivery
 - Implementing Home First Discharge to Assess

3. Bespoke, intensive and mentoring support

Expert peer-led advice, enquiries, analysis and facilitation to:

- Identify and/or implement solutions or learning
- Address performance challenges
- Provide critical friend support
- Embed new practices, services and behaviours

Support can be tailored to cover any aspect of the health and care system



1. FROM COVID-19 RESPONSE TO RECOVERY

- Since March, local health and care systems have been required to alter their discharge arrangements and provision of community support to a Home First 'Discharge to Assess' approach
- Many aspects of these new arrangements have been positively received during the emergency period, and subsequent guidance has embedded the approach

Positive outcomes and impact

- Strengthened local leadership, more nimble decision-making and stronger partnerships
- More joint or shared commissioning, funding, short-term care services
- More consistent clinical decision-making for discharge
- Greater implementation of home as default discharge pathway, discharge to assess and home first
- Development of infrastructure to support shielded and vulnerable, providing potential basis for future integrated offer
- Health inequalities getting greater attention
- Growing attention on and support for community and volunteer resource, and more broadly community resilience
- Care providers and adult social care have stepped into undertake more health tasks, which can be further supported/enabled
- Greater use of digital and technology

Barriers and issues

- Funding and stabilising care market even more critical
- Need to reshape the care market around more home-based and personalised care (without collapse of the market)
- Embedding behaviour changes especially less risk-averse decision making on discharge
- Embedding shift towards Home First and discharge to assess, and clinical discharge criteria
- Joint or shared funding and management of intermediate care
- Resumption of eligibility assessment for care and support, and separate funding
- Reshaping workforce skills and capacity to meet changing needs
- Lack of local leadership headspace to lead/develop transformation



WHAT DOES THE NEW GOOD LOOK LIKE?

The support programme will deliver the following objectives:

1. Enable ongoing implementation of Discharge to Assess
2. Identify and share impact of, and learning from, implementing and embedding the new discharge arrangements
3. Support local systems to overcome challenges through tailored packages of expertise
4. Inform and influence national policy and practice developments

This support activity sits alongside our existing bespoke offer, and can be combined in a tailored package to meet your needs.

These objectives will be achieved through the following programme of activity:

Look, learn and reimagine

Peer-led facilitated sessions to gain views of system, understand how revised approaches to delivery have been working, and draw out what needs to be continued, developed or ceased. Options include:

- 'Pause and reflect' workshops
- 'Pause and reflect' enquiries
- Case studies / guides on good ideas and lessons learnt

Universal resources and support

- Webinars, case studies and good practice guides
- Tools to support:
 - Discharge to assess
 - Home first model
 - Accelerate integrated care services and systems
 - Shift to joint finances, commissioning and/or delivery

Bespoke and intensive support

Expert peer-led advice, reviews, analysis and facilitation to:

- Identify and/or implement solutions
- Address challenges
- Secure agreement across services or partners
- Provide critical friend support
- Embed new practices, services and behaviours



FROM COVID-19 RESPONSE TO RECOVERY SUPPORT OFFER

Taking each theme in turn, the initial activities we are offering over the summer and autumn are:

Look, learn and reimagine

Regional programme of peer-led enquiry:

- Systems can choose from two levels:
 - 'Pause and reflect' workshop: short facilitated virtual workshop to reflect and plan next steps; suitable for leaders, managers or specific services from one system or a group of systems
 - 'Pause and reflect' peer enquiry: up to a day's worth of focus group discussions to understand successes and areas of development, concluding in a roundtable discussion

Universal resources and tools

Identifying and sharing lessons and good practice

- Webinars, case studies and good practice guides: initial themes being considered are admissions avoidance, joint commissioning, single coordinator role, Home First, and Discharge to Assess finances
- As learning emerges, we propose to develop analytical or design tools to help systems implement the good or new practice

Bespoke and intensive support

Virtual, expert peer-led advice, facilitation and review

- Intended to support systems to identify and/or implement solutions or address performance issues
- Support is tailored to local need, and can include the following:
 - Facilitated discussions through workshops or multi-day peer reviews
 - Design and implementation support to develop or embed new practices, services or behaviours
 - Facilitated use of LGA tools, eg evaluation, benefits realisation, commissioning and other enablers

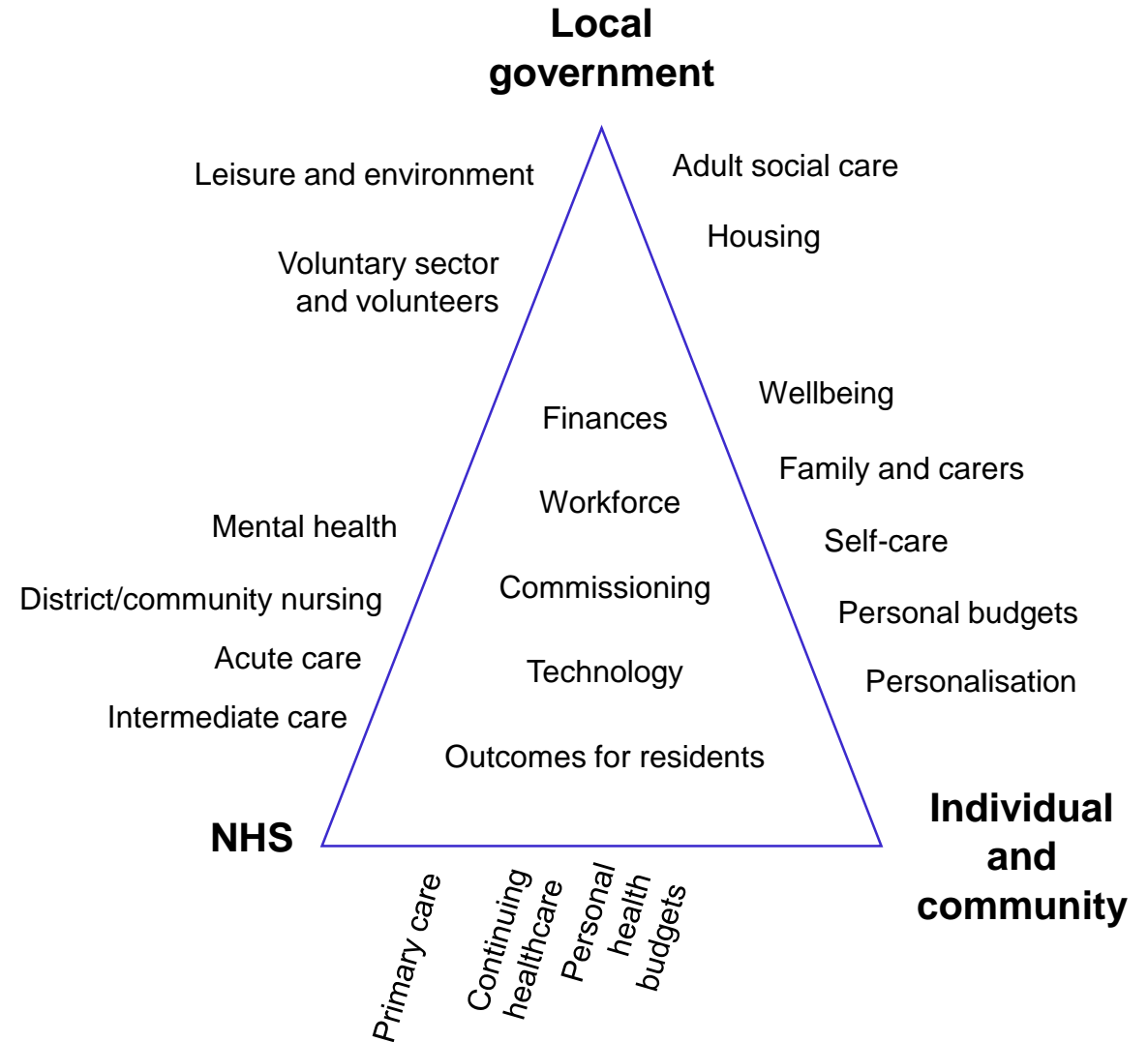


2. WHOLE SYSTEM LEARNING, SHARING AND IMPROVEMENT

The experience of responding to COVID-19 has highlighted:

- The positive impacts seen during the COVID-19 response build on existing ambitions for integrated health and care
- There is, generally, a desire nationally and locally to continue elements of the new enhanced arrangements, and a desire to reflect and learn the lessons of implementation
- This includes the value of joint leadership across health and care, and of involving wider partners including care providers, the voluntary and community sector, housing and related services, and individual and the community
- The diagram to the right demonstrates the areas of shared responsibility (in the centre) as well as those relating to individual partners (around the outside), to provoke debate
- Thematic areas of increased interest include:
 - Shared local leadership, with parity across partners
 - Shared focus on outcomes for residents
 - Joint commissioning, funding and delivery of services
 - How to provide care at home, and reduce reliance on care home provision where appropriate
 - Voluntary sector support around 'pathway 0' discharges, and individual and community resilience

INDIVIDUAL AND COLLECTIVE RESPONSIBILITIES



BUILDING BLOCKS OF AN INTEGRATED MODEL

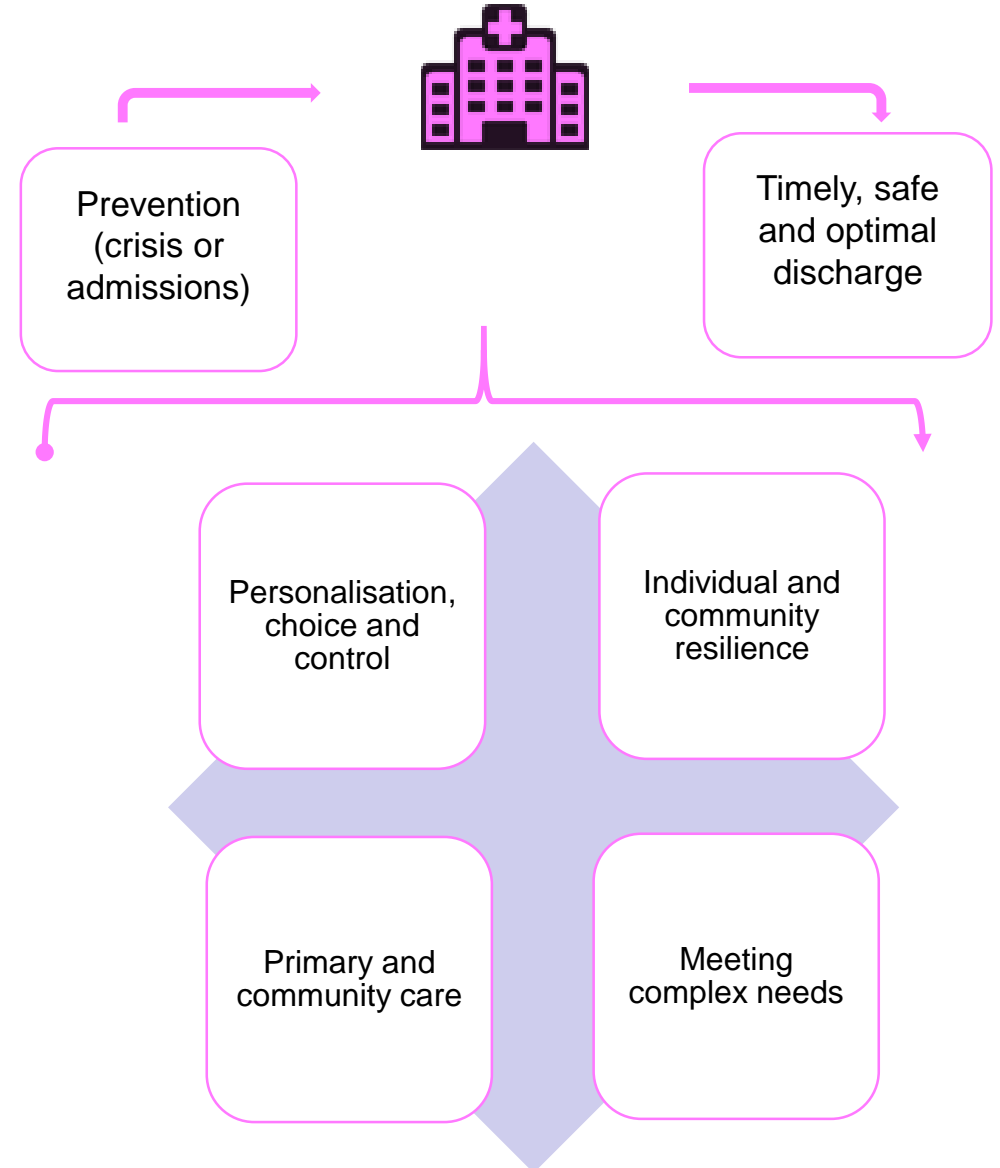
The objectives of the support provided by the Better Care Fund team remain the same, to support the NHS and local government to join up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible.

In seeking to capture learning from the Covid-19 response and build the evidence base for integrated health and care systems, we have identified six thematic areas:

- Prevention (crisis or admissions)
 - Step-up, preventing readmissions, and links to discharge
- Timely, safe and optimal discharge
 - Achieving Home First and Discharge to Assess, including John Bolton model, integrated discharge function, trusted assessment, shared short-term enabling support
- Personalisation, choice and control
 - Personalisation, family and carers, care at home
- Individual and community resilience
 - Self-care, strengths and asset-based practice and ethos, role of VCS
- Meeting complex needs
 - Intermediate care; dementia and nursing care, care homes resilience
- Primary and community care
 - Primary care networks, integrated teams, Ageing Well, step up/down

These areas are interdependent on the enablers of: leadership and culture; workforce; commissioning and markets; finances; and digital and technology; and support will draw on the LGA's Care and Health Improvement Programme

BUILDING BLOCKS OF OUR 'NEW NORMAL' MODEL



2. WHOLE-SYSTEM IMPROVEMENT SUPPORT OFFER

Better Care Fund and integration developments

Peer-led support to develop local ambitions and/or address challenges:

- Support and advice to plan, develop and implement Better Care Fund plans at place and system level
- Alignment with other health and care policies and programmes, including integrated care systems and primary care networks
- Tools and resources to develop integrated arrangements, including high impact change model, good practice guides and planning tools
- Supporting the care market during COVID-19

Making integration happen

Wide range of tools to support planning and implementation

- Peer-led facilitated support available at neighbourhood, place and system level, covering a wide range of building blocks:
 - System leadership and governance
 - Sizing the Prize: identifying best resource allocations for maximum population outcomes
 - Integrated commissioning, care model and finance arrangements
 - Improving transfers of care and reducing preventable admissions
- Webinars, case studies and good practice guides – covering learning across the building block of integrated care



3. BESPOKE, INTENSIVE AND MENTORING SUPPORT OFFER

Bespoke and intensive support

Virtual expert peer-led advice, facilitation and review

- Intended to support systems to identify and/or implement solutions or address performance issues which may be bespoke to the place and may need to be more intensive
- Support is tailored to local need, and can include the following:
 - Facilitated discussions through workshops or multi-day peer reviews
 - Design and implementation support to develop or embed new practices, services or behaviours

Informal mentoring support

Opportunity to pause reflect, learn and reshape

- Informal mentoring sessions for system leaders with a peer with relevant council, CCG or system partner experience
- Providing an opportunity for individuals to pause and reflect on the crisis, what it has meant to them and their place the way forward in confidence and in an informal 1:1 setting
- Initially five mentoring sessions offer, with scope for additional if appropriate and agreed with mentor/mentee
- Self-directed, with mentors and mentees arranging times, and in confidence – no reporting needed



HOW TO ACCESS SUPPORT

1. The support is funded by the BCF programme and offered at no cost to local systems
2. In the first instance, please contact your Better Care Manager (BCM) [<find here>](#) for a conversation, providing an outline of the request, support need and contact details
 - Better Care Managers work closely with Care and Health Improvement Advisors (CHIA), ECIST regional and social care leads and can help coordinate a joined-up offer of support
3. The LGA team will follow up to develop an outline proposal with the local system in conjunction with BCF team, BCM, CHIA for agreement and next steps
4. Feedback from local area on the support provided will be gathered to inform learning and improvement

Further information on and advice about the support offer

- **Better Care Exchange:** <https://future.nhs.uk/bettercareexchange/view?objectId=21060752>
- **LGA website:** <https://www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/integration-and-better-care-fund/better-care-support-offer>
- **Email:** Please contact either chip@local.gov.uk, your [Better Care Manager](#) or england.bettercarefundteam@nhs.net

