

# Integrated finance module

Support offer

# Background and objectives

- The bringing together of health and care services has been a dominant policy for over a decade aiming to provide high-quality, sustainable services and improve health and wellbeing outcomes
- Integrated systems can take many forms, depending on local need and circumstance. The evidence base shows that transformation, where successful, is iterative and requires trial and error, incremental change, and sustained effort and commitment
- Nevertheless, there are key elements and characteristics that need to be addressed in order to succeed. Finance is one of those key elements in achieving integration. Local authorities and NHS bodies are increasingly using system-wide financial arrangements including pooled budgets, financial incentives, and risk and gain shares to better target pressured resources.
- Assessing new care models and new organisational models also relies heavily on finance as part of ensuring that services are better joined up to improve people's outcomes and experience of health and care
- However, combining two historically discrete national systems is a challenge that is requiring local financial leaders to adopt an open and honest approach to overcome the various barriers to working together effectively.
- This tool is a module of the 'Stepping up to the Place: facilitated integration tool'<sup>1</sup> and is designed

- to offer health and care system finance leaders a more in-depth self-assessment on the

# Background and objectives

- This tool is designed to offer health and care system finance leaders a more in-depth self-assessment on the financial elements of health and care integration within their local system, helping them better enable improvement in outcomes and manage the risks.
- This framework of questions has been designed by the LGA, the Chartered Institute of Public Finance and Accountancy (CIPFA), and a reference group of sector partners, to support financial system leaders to identify their ambitions, commitment, capability, and capacity to make meaningful progress towards a fully integrated local health and care system
- It is designed to be a facilitated self-assessment and can be used following an integrated leadership tool workshop or peer review/challenge.
- This support is underpinned by the LGA and partners' vision for integration: Shifting the Centre of Gravity: Making place-based, person-centred health and care a reality:  
<https://www.local.gov.uk/shifting-centre-gravity-making-place-based-person-centred-health-and-care-reality>

# Key stages of the support offer

1. An external facilitator jointly chosen by local partners is commissioned to support the work.  
Hold scoping calls to establish objectives for the support offer
2. Local colleagues compile any relevant information and data, and the facilitator interviews key local stakeholders to design the half-day workshop (depending on the scope of the support this can consist of more than 1 workshop)
3. Facilitated workshop held with a range of local stakeholders, typically senior operational, commissioning, intelligence and finance colleagues
4. Next steps are embedded into business as usual governance and owned by a local lead
5. Before the support concludes there is a follow-up call from facilitator after 3 months to establish the impact of the support and where necessary flag further information or support which might be useful to local colleagues

# Further information

- To discuss this offer, and whether it is right for your system, you can:
  - Email [chip@local.gov.uk](mailto:chip@local.gov.uk)
  - Contact your local Care and Health Improvement Adviser; for a list of regional contacts, visit this page: <https://www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/care-and-health-improvement-programme>
  - This offer is also available through the Better Care Support Programme bespoke support offer; a list of regional Better Care Managers is available here: <https://www.local.gov.uk/regional-better-care-leads>