

Merton Council

Health and Wellbeing Board

25 March 2014

Supplementary agenda

(Reports to Follow)

- | | | |
|-----|--|-----------|
| 7. | MCCG Operating Plan (<i>Copy of the Presentation & Plan</i>) | 1 - 16 |
| 9. | Better Care Fund Plan | 17 - 150 |
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Merton

Clinical Commissioning Group

Merton CCG Operating plan 2014-15 and Outcomes Ambitions

for agreement by

Merton Health and Wellbeing Board

Adam Doyle

Page 1



right care
right place
right time
right outcome

Agenda Item 7

- Plan on a Page
- BCF
- Operating Plan
- Outcome Metrics

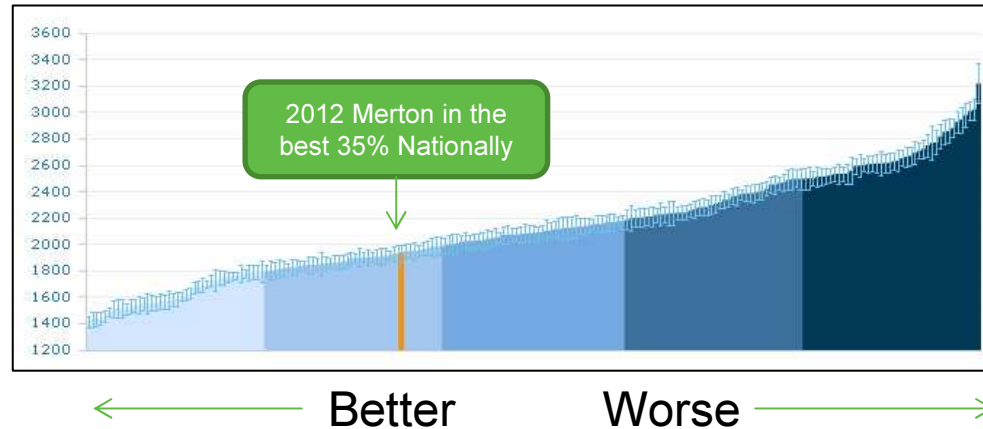


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Plan on a Page



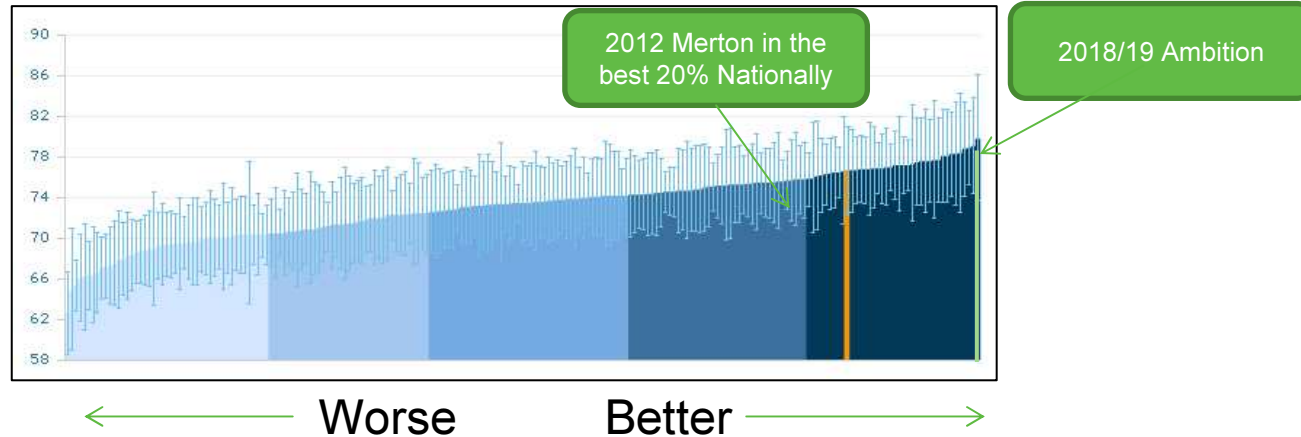
Reducing potential years of lives lost through causes considered amenable to healthcare



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Ambition	Reduce Potential Lives Lost by 3.2% (focus on most in need) as incentivised through Quality Premium.
Outcome	Improve outcome
Enablers	<ul style="list-style-type: none"> • Risk Stratification • Screening • Health Checks • Planned Care programme • East Merton Model of Care – prevention and early detection and improved management in primary care • Public Health community outreach in East Merton
Internal reporting mechanisms	<ul style="list-style-type: none"> • Merton Integrated Care project board • Merton Clinical Reference Group • Merton Clinical Commissioning Group localities

Improving the health-related quality of life for people with long-term conditions.



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Ambition	To be ranked the best performing CCG for this indicator by 2018/19, achieving a score of 77 in 14/15.
Outcome	An increase in 0.5 % of respondents who report that they feel supported to manage their condition.
Enablers	<ul style="list-style-type: none"> • Risk Stratification • Screening • Expert patient programme • Merton integration project • East Merton Model of Care • Public Health community outreach in East Merton
Internal reporting mechanisms	<ul style="list-style-type: none"> • Merton Integrated Care project board • Merton Clinical Reference Group

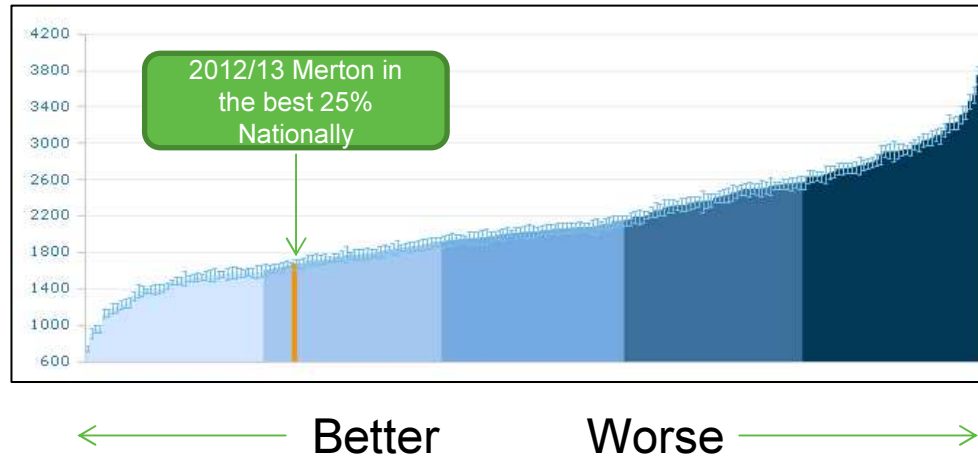


IAPT proportion of people that enter treatment against the level of need.

Ambition	IAPT access levels of at least 15% of the population expected to have anxiety or depression disorders by March 2015
Outcome	Overall 3,219 People to receive psychological therapy.
Enablers	<ul style="list-style-type: none">• IAPT procurement (revised SLA)
Reporting mechanisms	<ul style="list-style-type: none">• Contract Monitoring• Clinical Quality Review Group• Merton Clinical Reference Group



Reducing emergency admissions for ambulatory care sensitive conditions

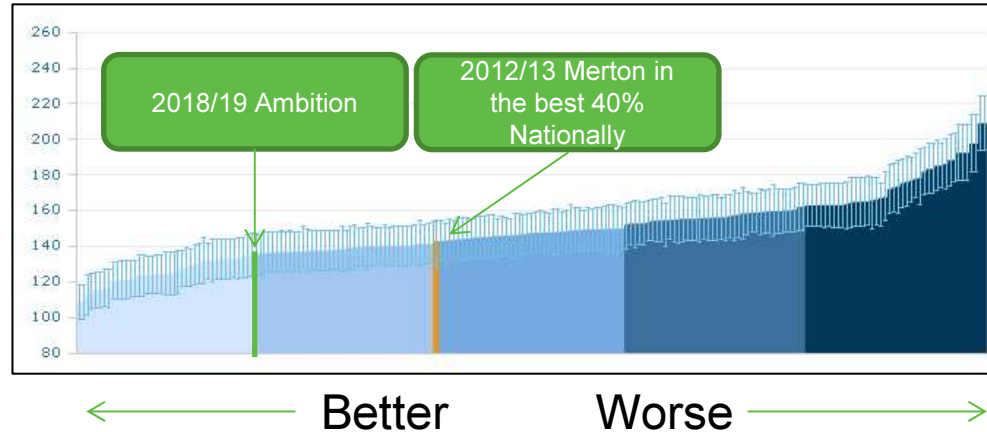


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Ambition	Halt the growth of admissions for ambulatory care sensitive conditions maintaining a rate of 1664
Outcome	Prevent the forecast growth of 13% additional avoidable emergency admissions.
Enablers	<ul style="list-style-type: none"> • Merton Integration project • Community Prevention of Admissions Team • Children's prevention of admissions • East Merton Model of Care – prevention and early detection and improved
Reporting mechanisms	<ul style="list-style-type: none"> • Merton Integrated Care Project Board • Contract Monitoring • Clinical Reference Group



Increasing the proportion of people having a positive experience of hospital care.



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Ambition	Reduce the rate of Inpatients reporting their hospital care as 'poor' from 142 to 135 do percentages
Outcome	16% reduction in the number of responses rating patient experience as poor.
Enablers	<ul style="list-style-type: none"> • Acute Contract monitoring • Friends and Family improvement plans
Reporting mechanisms	<ul style="list-style-type: none"> • Acute Contract monitoring • Clinical Quality Reference Groups



Roll out and improvement in Friends and Family test (FFT)

Ambition	Improvement in Friends and Family test net promoter score. Roll out of FFT in to Mental health and community services.
Enablers	<ul style="list-style-type: none">• Friends and family Improvement plans.• FFT CQUIN (in full)
Reporting mechanisms	<ul style="list-style-type: none">• Clinical Quality Review Groups• Contract Monitoring



Increase the proportion of people having a positive experience of care outside hospital, in general practice and the community



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Ambition	Improving the response score to 8 in 2014/15.
Outcome	A 0.5% reduction in the number of negative responses received on the GP survey.
Enablers	<ul style="list-style-type: none"> • Out-of-hours contract • Patient participation Groups • Call to action – General Practice
Reporting mechanisms	<ul style="list-style-type: none"> • Contract monitoring • Patient Reference Group • Merton Clinical Reference Group



Quality Premium Local Priority: Increasing the number of patients from BME groups using Psychological Therapies

Ambition	Increase the number of patients from BME groups using psychological therapies by 2.5% in 2014/15.
Outcome	Working with more patients from BME groups to increase access to Psychological Therapies
Enablers	<ul style="list-style-type: none"> • IAPT procurement • Equality Delivery System • Communications strategy implementation - maxi
Reporting mechanisms	<ul style="list-style-type: none"> • Contract monitoring • Merton Clinical Quality Committee



Ambition for improving the dementia diagnosis rate in 2014/15 and 2015/16.

Ambition	A 57% dementia diagnosis rate by 2014/15 increasing to 67% in 2015/16.
Outcome	This translates to a 10% increase of patients to be entered to QOF dementia register during 2013/14
Enablers	<ul style="list-style-type: none">• Dementia project• Merton Dementia Strategy• Communications
Reporting mechanisms	<ul style="list-style-type: none">• Clinical Reference Group• Merton Clinical Quality Committee



Improving the IAPT recovery rate

Ambition	50% IAPT recovery rate by March 2015.
Outcome	An additional 317 people will recover after having completed psychological therapy treatment
Enablers	<ul style="list-style-type: none">• IAPT procurement (SLA review)• Service level agreement
Reporting mechanisms	<ul style="list-style-type: none">• Contract monitoring• Soft intelligence – patient feedback• Merton Clinical Reference Group



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Merton CCG – Right Care, Right Time, Right Place, Right Outcome

Merton – population 199,693 | 3 Acute Trusts | 1 Local Authority | 1 Mental Health Trust | 1 Community Services

Key Strategic Projects

Integration, Call to Action, Merton Better Healthcare Closer to Home, Out of Hospital Strategy

Context and scale of the challenge

One CCG with 25 member practices covering the same area as Merton Local Authority

Financially challenged health and social care system due to historical low levels of funding and increasing demands on services

Inequality gap between wealthiest and poorest wards - which is increasing. East Merton is significantly more deprived and the model of care needs to reflect a younger population.

The 2014/15 CCG budget is around £216 million per year and needs to deliver within budget

Health and Wellbeing Priorities

Giving every child a healthy start

Enabling people to manage their own health and wellbeing as independently as possible

Supporting people to improve their health and wellbeing

Improving wellbeing, resilience and connectedness

CCG Organisational Development Priorities

Develop strong clinical leadership and wide clinical engagement
Ensuring continuous improvement in quality services we commission alongside primary care

Implement transformational service change to the health and social care system to enable the CCG to meet its objectives
Develop true partnerships between the CCG, Local authority and all our partners
Succession planning of clinical leaders and managers

Patient Involvement and Quality

Building strong clinical engagement from constituent GP practices
Develop PPGs and a Patient Reference Group
Promoting and advancing equality through our work on the Equality Delivery System

Focus on hard and soft intelligence
Review smaller contracts
Jointly construct a quality framework with the Local Authority

Our Six Priority Areas

Older and Vulnerable Adults

To focus our work on integration to ensure older people have access to seamless services
To increase our numbers of patients on the Falls Pathway and link in an osteoporosis pathway
To be the London leader for the numbers of people who receive end of life care in their preferred place
To review and update the dementia strategy for Merton
To continue to review our learning disability services
To ensure we respond to the needs of carers and young carers

Mental Health

To redesign and re-commission IAPT and associated services (i.e. bereavement)
To work with South West London and St Georges Mental health Trust, to ensure that patients receive appropriate inpatient care
To ensure our patients are treated in a holistic manner so that there is a sense of parity to their care
To increase the numbers of patients who are treated with Mental Health conditions in the community through outreach
To work with Military Health to ensure that veterans have access to all tiers of Mental Health care

Children's and Maternity

To work more with young children to ensure we listen and respond to their needs and improve their health outcomes
To review and develop our service for children who are looked after or require safeguarding
To work towards more integrated Children's Services ensuring that services are commissioned as jointly as possible
To focus on transition as a key area to ensure children with complex needs move seamlessly into adult services
To further work with the Maternity Networks to improve the choice of community antenatal care
To review the way we can offer IVF services

Urgent Care

To ensure a whole system approach focusing on the patient journey and experience, and clinical outcomes
To embed the 111 and OOH services and look at new solutions for these services
To join up system surveillance within Merton for all urgent care services
Develop the community prevention and response service
To work with SWL acute host Urgent Care Boards

Early Detection and Management

To review cardiac, diabetes, respiratory and gynaecological pathways and transfer appropriate care to the community
To ensure we reduce any wide variation in the level of hospital attendances for certain services, we take an active role to ensure that patients have equal access to healthcare
To work with Public Health and Primary Care to ensure suitable solutions for encouraging exercise are in place
To include healthy person checks where possible

Keeping Healthy and Well

To focus on improving the Public Health outcomes, working with providers to ensure they deliver services designed to help us improve diet, increase exercise, reduce obesity, reduce alcohol intake and reduce smoking
To redesign and re-commission our Musculoskeletal pathway
To utilize the health advocacy service for specific non English speaking populations

Better Care Fund

We will use the BCF to deliver the following aspirations for patients:
Reducing (growth of) emergency admissions
Reducing length of hospital stay
Reducing permanent admissions to care homes
Improving service user and carer experience

Primary Care Support and Improvement

We are aware that primary care colleagues are working within a challenged health system and therefore
We will work with primary colleagues to help them to find solutions to the increasing pressures they are managing
We will work up innovative models of care with Primary Care Services at the centre (i.e. East Merton Model of Care within 2014/15)
We will use education and workforce as platforms for pathway changes and service redesign

We will deliver

The NHS Constitution for people in Merton
The NHS Outcomes Framework
The Social Care Outcomes Framework
Public Health Outcomes Framework
Innovation by turning good ideas into services to benefit patients

Enhanced Commissioning through

Working closely with patients and clinicians to design services
Use of the Equality Delivery System as a robust platform for meeting the needs of Merton
Working with CSU, CCG and NHSE colleagues to ensure decisions evidence based
Integration of services through our commissioning

Key Risks and mitigations

An ageing population who are living longer often with more than one long-term condition - integration
Rising emergency admissions – urgent care surveillance
Being able to make the efficiency savings required – increased rigour with QIPP
NHS new systems – work in collaboration with new and existing partners

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Committee: Health and Wellbeing Board

Date: 25 March 2014

Wards: All

Subject: Better Care Fund Submission

Lead officer: Simon Williams, Director of Community and Housing

Lead member: Councillor Linda Kirby

Contact officer: Simon Williams, Director of Community and Housing

Reason for Urgency: The Chair has approved the submission of this report as a matter of urgency as it is a requirement that the Better Care Fund strategic plan is agreed by the Health and Wellbeing Board.

Recommendations:

- A. That the Better Care Fund submission, as attached to this report, is approved and submitted to NHS England and the Local Government Association.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The purpose of the report is to present the final draft of the Merton Better Care Fund Plan to the Health and Wellbeing Board for review and approval before submission to NHS England and the Local Government Association for assessment. The deadline for submission of the final version is Friday, 4 April and the draft Plan has previously been supported by Merton's Cabinet at its meeting on Monday, 10 March 2014.
- 1.2. Due to the very tight timescales involved with the production of this final draft, the presentation of this paper to the Board has been delayed due to the need to gain prior agreement at the NHSE Assurance Board on Tuesday, 18 March. Consequently, this paper has not been circulated with the rest of the papers for the Health and Wellbeing Board and is a 'late item', presented with the agreement of the Chair.
- 1.3. The Plan has been reviewed and some sections redrafted as a consequence of the feedback received from NHS England following the first submission on 14 February that followed agreement by the Health and Wellbeing Board Chair as a Chair's Action. The narrative has been bolstered with the addition of various sections on which further detail or clarification was requested by NHSE. An overview of these amendments is set out at 'Details' below.

2. BACKGROUND

- 2.1. The Better Care Fund (previously referred to as the Integration Transformation Fund) was announced in June 2013 as part of the 2013 spending round. Its aim is to provide opportunity to change local services so that people receive more integrated care and support in community settings. It encompasses a significant level of funding to help local areas become more financially sustainable
- 2.2. Within the overall Fund objectives are to provide protection for social care services and to support local transformation of services so that more people are supported in the community receiving integrated health and social care services.
- 2.3. The Fund for Merton is £12,198,000 as from 2015/16. This is funding already in the system, whether through existing Department of Health grants or through Clinical Commissioning Group.
- 2.4. Merton has a new opportunity for more integrated services for older people and those with long term conditions. This is with the formation of Merton Clinical Commissioning Group, the first health body with commissioning responsibilities coterminous with Merton since 1974. This Fund supports a direction of travel already established in Merton
- 2.5. There are some long standing and successful integrated arrangements for people with learning disabilities and with mental ill health and for children. This new plan for integration is informed by such success, and now looks to create similar arrangements for older people and those with mental ill health
- 2.6. In 2010, following the publication of the White Paper for health and social care, Merton formed a collaborative arrangement now known as the One Merton Group. This consisted of Council officers for children and adult social care, public health, clinicians from the three local clinical groups in Merton, and Primary Care Trust managers. This was chaired by clinicians and began to establish a shared vision and work programme. In 2011 one of the Merton Partnership Thematic Groups for older people and healthier communities became the shadow Health and Wellbeing Board
- 2.7. From April 2013 these arrangements have become formalised, with the Health and Wellbeing Board on a statutory footing and the One Merton Group acting as its executive delivery board.
- 2.8. In February 2013 the Council called and hosted a meeting with all its main health partners (the shadow CCG, 3 acute Trusts, the mental health Trust, and the community services provider the Marsden Foundation Trust). The meeting explored and then confirmed a shared commitment to integrated working in Merton. The focus was to be for older people with long term conditions. The aims were to improve patient and carer experience, to reduce non elective hospital admissions, to reduce length of stay in hospitals, and to reduce admissions to care homes.

- 2.9. An Integration Project Board was formed to deliver these objectives. It has met monthly since March 2013. It has initiated work in the following main areas:
- The formation of three locality teams in Merton, consisting of social care, primary care and community health staff, with an aim of providing person centred integrated case management
 - Drawing together provider services to give a fast, practical, 24/7 response to needs and to help keep people in the setting which incurs least dependency
 - Resolving the problems which prevent health and social care staff sharing patient information with each other
 - Having a shared financial and performance framework to underpin this
 - Working with our staff to promote any required changes in practice and culture
- 2.10. The work in the first area, for locality teams, has been informed by workshops with service users to describe what “brilliant” integrated services would look like, by a simulation event to test a developing model of service, and two events for staff to enable them to explore together this new model of working.
- 2.11. This local direction of travel is now supported by the Better Care Fund, since its objective is to support integrated services. The plan for the Fund in Merton has been overseen by the Health and Wellbeing Board.
- 2.12. A first draft of the plan was required to be submitted to NHS England by 14 February 2014. Since the guidance and templates for the plan only came out in December 2013 it has not been possible to bring the draft to Cabinet. The final draft is required by 4 April. It is therefore proposed to bring the draft for Cabinet to check support for the plan, to receive feedback from NHS England and the Local Government Association who are jointly assuring the plans, to do further work on some of the wording, and then to submit a final plan to the Health and Wellbeing Board for approval on 28 March 2014. This is why Cabinet authorisation is sought for the Health and Wellbeing Board to do this. It is not expected that the financial amounts within it will change, but there may be minor adjustments to the performance metrics should NHSE/LGA ask for them

- 2.13. Broadly the areas of spend for the Fund are as follows:
- £1,530k. Integrated locality teams. This includes more community nurses, new dementia nurses, expert patient programme courses, telehealth, and end of life care
 - £740k. Seven day working. A range of social care and health staff will be deployed on the basis of 7 days a week and extended hours into evenings.
 - £1,187k. Prevention of admissions. This includes geriatrician sessions, continuation of the pilot Community Prevention of Admissions Team, rapid response teams in Emergency Departments in St Georges and St Heliers, psycho-geriatrician sessions, and investment in the Ageing Well prevention programme
 - £2,907k. Community beds and rehabilitation. . This includes a remodelled health and larger rehabilitation service, step-up and step-down beds, intensive rehabilitation into St Georges, a scheme in St Helier to prevent admissions.
 - £3,577k. Protecting and modernising social care. This includes funding for care packages, funding for Merton Independent Living and Re-ablement Service (MILES), and funding for implementation of the Care Bill.
 - £400k. Developing personal health and social care budgets.
 - £363k. Investing in integration infrastructure including project management costs and solutions for data sharing
 - £551k. Carers' breaks. Night nurses to support carers.
 - £528k (capital). Disabled Facilities Grant. Central government grant now routed through this Fund.
 - £416k (capital). Social Care Grant. Central government grant now routed through Fund.

£12,198k. TOTAL. This is the value of the Fund for 2015/16. Some of these investments will begin in 2014/15

- 2.14. It should be noted that 50% of this amount is within existing funding from the Department of Health, including existing funding transferred to social care under Section 256 and existing capital grants, and some existing CCG spend on carers breaks and re-ablement. The other 50% has to be found by the CCG from its mainstream funding. This can only be found from reducing expenditure on acute services. Discussions have taken place with the acute Trusts about the implications, and some contingency is being held back within the above allocations to ensure that should acute spend not decrease there is a source of funds for it.
- 2.15. The initial draft of the Better Care Fund Plan was submitted to NHS England for review on 14 February and was assessed by a team consisting of representation from NHS England's local area teams, integrated care team, with local authority input provided by the London Social Care Partnership and London Councils. To undertake the review, the team used a checklist developed from the plan template and building on the national submission. The outcomes of the review were then fed into an inclusive assurance process conducted by local area teams to align BCF and operating plans.

- 2.16. The review team picked out specific areas where the Merton Plan would could be improved and these (alongside the our responses) are set out in the next section below.

3 DETAILS

3.1. Overview

- 3.2. NHS England acknowledged that the submission set out a “very detailed and comprehensive view of integrated care in Merton” but requested more evidence to demonstrate that the necessary leadership, governance and programme management arrangements were in place to move forward.

- 3.3. **Response:** In addition to supplementary narrative around how the broader integration agenda has been pursued and managed in Merton since 2010, the submission sets out how the BCF Plan will be delivered in a formal Prince2 project management environment using a full project governance structure. This is set out at Appendix ‘6’ of the Plan.

- 3.4. It was noted that there was a need to reflect on how the Merton partners would be working with neighbouring boroughs to plan and meet the key challenges strategically.

- 3.5. **Response:** As part of the debriefing from the initial draft with the Out-Of-Hospital Programme led by the South West London Commissioning Collaborative (SWLCC), the Merton partners agreed to share project development materials with partners to ensure an open dialogue with other commissioners in south west London, as well as that the wider provider market was developed to be able to deliver to the future agenda. While the detail of these arrangements is yet to be finalised, it has been accepted as an important priority and will be coordinated by the Integration Project Board as part of the project delivery. A key forum to take this wider perspective will be the SWLCC.

3.6. Specific points

- 3.7. It was noted that the detailed description of the schemes would be enhanced if the milestones were more concrete. Frequent reference to ‘in 3-4 months’ was not considered sufficiently specific and, as progress needed to be made in year, this could impede development if slippage occurred.

- 3.8. **Response:** Following the first draft, significant work was undertaken to define and establish a formal project framework in order to deliver the BCF outcomes for Merton. The formal project structure is attached at Appendix 6 and a highlight project plan at Appendix 7 to the Plan. A formal draft Project Initiation document has also been prepared and is currently being finalised prior to work commencing on delivering initiatives promptly from 1 April 2014. The latest draft version of this is attached at Appendix 8.

- 3.9. Although it was recognised that there was good reference to dementia, the first draft was less clear about wider mental health services.
- 3.10. **Response:** Merton CCG and LB Merton are committed to delivering a comprehensive, integrated social care service within the Borough and have been developing significant structures to achieve this for over a decade. Since 2001, there has been an integrated service arrangement between LB Merton and the SW London and St Georges NHS Trust, within which the Trust manages social care mental health services.
- 3.11. For adults of working age, the arrangement includes both social care staff and the third party spend budget; for older people, it includes just staffing. This arrangement, originally under s.31 of the NHS and Social Care Act, was replaced under s.75, and is in the process of being formally renewed under s.75 for 1 April 2014. Commissioning of mental health is still separate between LB Merton and the CCG, but this is being reviewed, as described below, as the Merton partners continue to examine further ways to integrate services for adults with mental health needs.
- 3.12. The emerging CCG strategy for Mental Health, which is being developed as a 'priority area' in the CCG's two-year Operating Plan, describes the following outcomes to be achieved:
- To redesign and re-commission IAPT and associated services (i.e. bereavement).
 - To work with South West London and St Georges Mental Health Trust, to ensure that patients receive appropriate inpatient care.
 - To ensure that our patients are treated in a holistic manner so that there is a sense of parity to their care.
 - To increase the numbers of patients who are treated with Mental Health conditions in the community through outreach.
 - To work with Military Health to ensure that veterans have access to all tiers of Mental Health care.
- 3.13. One key component is to ensure that Commissioners strive to achieve parity between physical and mental health through integrated services and this is already recognised with the implementation of a Psychiatric Liaison Service based at St George's Hospital. By making this a key part of integration, it is expected that more appropriate health outcomes will be delivered to increasing numbers of patients and will align with the Mental Health Crisis Concordat expected from the Department of Health in 2014/15. The project will make use of the Parity of Esteem tool for commissioners, as advised in Sir David Nicholson's letter of 24 February 2014:
<http://www.england.nhs.uk/wp-content/uploads/2014/02/nhs-parity.pdf>.
- 3.14. Merton's Public Health has also been undertaking a Mental Health Review, the final results of which will be shared with LB Merton and Merton CCG during April 2014. The findings of the Review will have a direct impact on the structure and operational delivery of the integrated multi-disciplinary teams being set up as part of the Integration Project and tied in with both the CCG's Operating Plan and the Borough's Service Delivery Plan. The integration of the findings with the operational delivery of redesigned

services will ensure that, particular service gaps and less-than-optimal outcomes will be identified and that locality mental health services will be established.

- 3.15. In commissioning for Parity of Esteem, we have already reviewed our unmet health needs through the Public Health Review, as described above. Throughout 2014/15, further work will be undertaken through the redesign of integrated reactive and proactive services to ensure that appropriate outcomes are met. As with all areas of integrated working, this will be monitored and evaluated through our operational governance structures.
- 3.16. Clarification was sought on why 50% funding was being held back for 15/16 contingencies and whether this could be used differently to increase impact?
- 3.17. **Response:** The total BCF is £12.2m, the proposal is to hold back £1.6m as a contingency of this, which is approximately 13% of the total fund. The £1.6m relates to new investment and is equally split between CCG and LA. The investment will only be possible if an equivalent amount of efficiencies is released by acute Providers through reduction in admissions or reduced length of stay. Depending on the performance of the metrics in 2014-15 and the early part of 2015-16, the £1.6m will be kept under review and may be reprofiled to be used on new/additional schemes that will make an impact on the metrics, instead of the schemes detailed in the original BCF plan.
- 3.18. Clarity was also sought about the process for unlocking money from the contingency fund.
- 3.19. **Response:** The contingency fund of £1.6m will be spent on either the original schemes agreed in the BCF plan or on schemes that will ensure the BCF metrics are achieved. The performance of the BCF metrics will be monitored from April 2014 on a monthly basis by the Finance and Performance group, which will report to the Merton Integrated Project Team so that corrective action can be taken to meet the metrics.

4 ALTERNATIVE OPTIONS

- 4.1 Failure to produce a local plan for the Better Care Fund would lead to the local health and care system being financially penalised, with central government departments then deciding how to use a percentage of the fund.

5 CONSULTATION UNDERTAKEN OR PROPOSED

- 5.1 Consultation has taken place with service users and carers, with Healthwatch, with the voluntary sector, with health and care providers, and with staff.

6 TIMETABLE

6.1 A final version of the plan has to be submitted by 4 April. Following approval of the final draft by the Health and Wellbeing Board, subject to financial allocations remaining broadly unchanged, the Plan will be submitted by the deadline.

7 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

7.1 The Council and CCG are required to establish a pooled fund under S75 of the NHS Act 2006. The size of the fund is £12,198k. Of this the council is pooling £944k in capital in two areas where capital currently comes directly to the council from DCLG/DH, namely the Disabled Facilities Grant and the Social Care Grant. Proposed allocations within the fund are set out in section 2.10 above. It should also be noted that one of the core purposes of the fund is to provide protection for adult social care

7.2 There are no specific property implications.

8 LEGAL AND STATUTORY IMPLICATIONS

8.1 The pooled fund is under S75 of the NHS Act 2006.

9 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

9.1 None specific for this report

10 CRIME AND DISORDER IMPLICATIONS

10.1 None specific for this report

11 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATION

11.1 None specific for this report

12 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- Plan for the Better Care Fund

13 BACKGROUND PAPERS

13.1 Better Care Fund Guidance issued by DCLG and DH December 2013, including main Annex, Technical Guidance, and planning template.

Better Care Fund planning template – Part 1

Please note there are two parts to the template. Part 2 is in Excel and contains metrics and finance. Both parts must be completed as part of your Better Care Fund Submission.

Plans are to be submitted to the relevant NHS England Area Team and Local government representative, as well as copied to: NHSCB.financialperformance@nhs.net

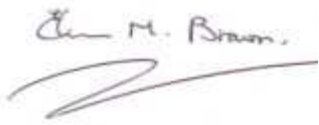
To find your relevant Area Team and local government representative, and for additional support, guidance and contact details, please see the Better Care Fund pages on the NHS England or LGA websites.


1) PLAN DETAILS

a) Summary of Plan

Local Authority	London Borough of Merton
Clinical Commissioning Groups	Merton Clinical Commissioning Group
Boundary Differences	None significant
Date agreed at Health and Well-Being Board:	25 March 2014
Date submitted:	26 March 2014 – Final
Minimum required value of ITF pooled budget: 2014/15	£3,299,000
2015/16	£12,198,000
Total agreed value of pooled budget: 2014/15	£7,719,000
2015/16	£12,198,000

b) Authorisation and signoff

Signed on behalf of the Clinical Commissioning Group	 Merton Clinical Commissioning Group
By	Eleanor Brown
Position	Chief Officer
Date	26/03/2014

Signed on behalf of the Council	 London Borough of Merton
By	Simon Williams
Position	Director of Community and Housing
Date	26/03/2014

Signed on behalf of the Health and Wellbeing Board	Merton Health and Wellbeing Board
By Chair of Health and Wellbeing Board	Councillor Linda Kirby Cabinet Member for Adult Social Care and Health
Date	26/03/2014

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Introduction

Executive Summary

Merton Clinical Commissioning Group (Merton CCG) and the **London Borough of Merton** (LB Merton) realise the opportunity that joint commissioning and the Better Care Fund can provide to meet the health and social care needs of the local population in an integrated and shared way.

This Better Care Fund Plan (BCF Plan) details our continuing commitment to joint working, the approach we have taken, and ultimately how the changes and expansion to services which benefit our population align with our population needs (as addressed in our local JSNA and Health and Wellbeing Strategy).

The Plan takes the opportunity to set out how LB Merton and Merton CCG have been working with providers to build integrated services for a number of years and how they will build on those achievements with the support of the BCF to make Merton an exemplar of integrated working between health and social care to the benefit of patients and service users in the Borough.

The revised, final version of the Merton BCF Plan has been exhaustively reviewed and updated to respond to the feedback received from NHS England on 28 February 2014, as well as to incorporate detail of the comprehensive project that has been set up to deliver the outcomes of the Plan's aims.

In summary, the Plan covers the following principal themes in respect of integration:

- Background to existing integration in Merton and the internal and external environments, in which both commissioners and providers operate to deliver meaningful future integration success.
- Existing and future engagement work with health and social care providers, patients, carers, the public, and the third and voluntary sectors.
- How Merton has identified and will address health and social care needs and inequalities, ensuring the vision delivers 'the right care, at the right time, in the right place with the right outcomes'.
- How the partners have aligned their operational focus to ensure that care is delivered in both a proactive, preventative way and a rapidly responding reactive manner with sound plans to move to seven-day working for the integrated teams, using key workers to ensure responsibility and continuity of care.
- How the partners will use the integration programme to build on existing joint mental health initiatives and embed the real benefits around the 'Parity of Esteem' agenda for the residents of Merton.
- Clearly setting out the aims of and long-term vision for sustainable integration in Merton and how these will benefit service users and patients and the effects that these will have on the acute and community providers.
- Being clear about how success will be delivered against existing and new, local and national measures and the effect that these will have on Merton residents.
- Clear detail of the schemes to be delivered as part of the integration agenda.
- How shifts in activity will be monitored to ensure that real savings to the overall health economy are delivered.

- How the funding will be managed, including the establishment of a contingency to that may be used on new/additional schemes that will make an impact on the metrics, instead of the schemes detailed in the BCF plan.
- Clear approaches to and activities to facilitate the protection of adult social care services.
- An unambiguous commitment to deliver as comprehensive a data sharing environment as possible, using the NHS number, open standards architecture and comprehensive information governance controls.
- A detailed and effective project governance structure based on Prince2, including a draft PID, project plan and risk management model.

LB Merton and Merton CCG are proud to present this Plan and are confident that it is wide-ranging, thorough and deliverable for the patients and service users of Merton.

Existing Integrated Service Working

Both organisations have demonstrated their commitment to meaningful integrated commissioning from as early as 2010 following the publication of the White Paper for health and social care, when Merton formed a collaborative arrangement now known as the 'Merton Commissioning Group'. This consisted of Council officers for children and adult social care, public health, clinicians and managers from the three local clinical commissioning groups in Merton, and Primary Care Trust managers. The Group was chaired by clinicians and began to establish a shared vision and work programme.

In 2011, one of the Merton Partnership Thematic Groups for older people and healthier communities became the shadow Health and Wellbeing Board. From April 2013, these arrangements were formalised, with the Health and Wellbeing Board and the One Merton Group acting as its executive delivery board. As a result of the development of the Health and Wellbeing Board, the original One Merton Group was disbanded.

In February 2013, a meeting of senior managers and clinicians was attended by LB Merton, Merton CCG and all provider health partners to explore and confirm a shared commitment to integrated working in Merton. The focus was on older people with long term conditions and the aims were to improve patient and carer experience, to reduce non elective hospital admissions, to reduce length of stay in hospitals, and to reduce admissions to care homes.

An Integration Project Board was formed to deliver these objectives. It has met monthly since March 2013 and has initiated work in the following main areas:

- The formation of three locality teams in Merton, consisting of social care, primary care and community health staff, with an aim of providing person centred integrated case management.
- Drawing together provider services to give a fast, practical, 24/7 response to needs and to help keep people in the setting which incurs least dependency.
- Resolving the problems that prevent health and social care staff sharing patient information with each other.
- Having a shared financial and performance framework to underpin this.
- Working with our staff to promote any required changes in practice and culture.

In the past, Merton health and social care have taken a joint commissioning approach in certain service areas and have seen great gains; with long established pooled budgets and partnerships in learning disabilities, mental health and children's, schools and families services.

Discussions between LB Merton and Merton CCG are taking place regarding the further integration of commissioning functions for Children and Families Services and a very clear direction will have been agreed by 1 April 2015. The direction taken will build on existing good, integrated practice around the Multi-Agency Safeguarding Hub, children's centres and nurse partnerships.

The BCF provides a framework for these successful, joint initiatives to become appropriate, integrated services with a suitable funding structure and outcomes to support them and the Merton partners welcome this initiative to improve service delivery for patients and service users in the Borough.

Merton CCG

For Merton CCG, the Better Care Fund Plan and the implementation of the service changes and schemes, forms the core of a wider two-year operational plan linking with our key delivery areas as well as the vision and strategy for south west London as outlined in our five-year strategic plan.

As outlined in Merton CCG's two-year operational plan our key delivery areas which align with our BCF plan include:

1. Older and Vulnerable Adults
2. Mental Health
3. Keeping Healthy and Well
4. Early Detection and Management
5. Urgent Care
6. Children and Maternity

Merton CCG is committed to focusing efforts on a wider transformational service redesign that will deliver a financially sustainable health system over two years and has recognised that a sustainable health system can only be achieved in partnership across our health and social care economy.

The two-year Operational Plan also reflects the need to develop integrated services and an associated programme is also being initiated to ensure that the Plan's objectives are delivered within a formal framework.

London Borough of Merton

Similarly the London Borough of Merton realises that the Better Care Fund is a key area that complements the central objectives of the Social Care Reform. The Borough also recognises that following on from consecutive years of significant spending cuts and now the new statutory duties to be met through the Care Bill, commissioning in isolation will not meet the Borough's social care needs.

In 2011, LB Merton agreed a three-year Service Plan for Adult Social Care 2012-15, which set out an efficiency framework focusing on six principal components, as follows:

(a) The Customer Journey

- Prevention.
- Recovery.
- Long-Term Support.

(b) Enablers

- Process.
- Partnership.
- Contribution.

The BCF Plan has been developed to ensure that the outputs of the associated Merton Integration project relate to the principal components of the LB Merton Service Plan.

As the Plan has developed, health and social care services have been aligned further with one another to ensure that the outputs of the BCF project deliver an integrated service based on the customer journey within the Service Plan.

Specifically, the alignment of services within LB Merton to a 'reactive' and a 'proactive' agenda, formally brings social care responses into line with the 'urgent' and 'planned' care approaches of the health services. These are all now wrapped up within the 'Merton Model' workstream in the project delivery framework.

The Merton Integrated Care Project Board

The Merton Integrated Care Project Board has reported progress on a quarterly basis for the past 12 months at the Health and Wellbeing Board (HWB). Three members of the Health and Wellbeing Board are also members of the Integrated Care Project Board to ensure that there is a direct communication between both groups.

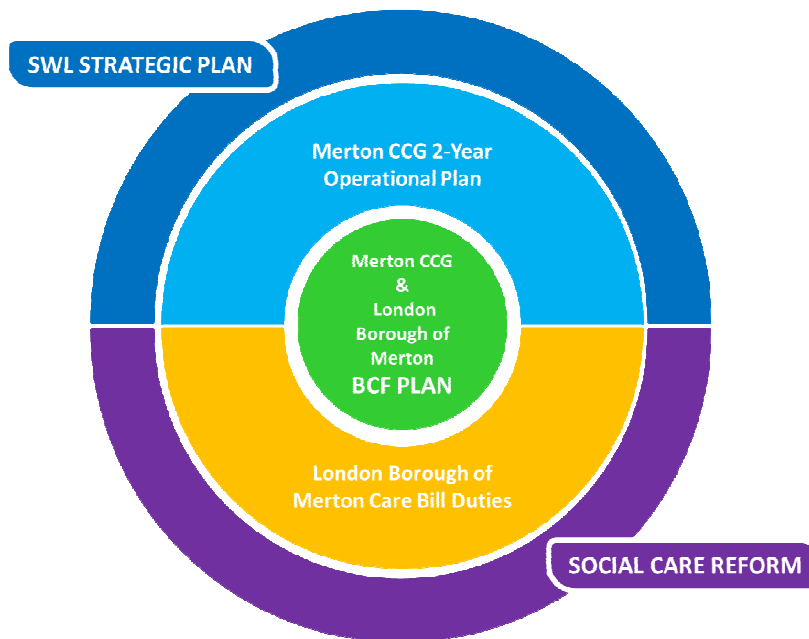
This has complemented our discussions, work and future strategy for our Health and Wellbeing Board, which has helped to steer the direction of our plans, and has endorsed these plans, both in principle and in commitment to deliver our vision and objectives in partnership.

Therefore, this plan has been developed and signed by LB Merton and the CCG. Fundamentally, this Better Care Fund plan aligns with the needs of the population as identified in Merton's JSNA and HWB Strategy.

Triangulating the different plans

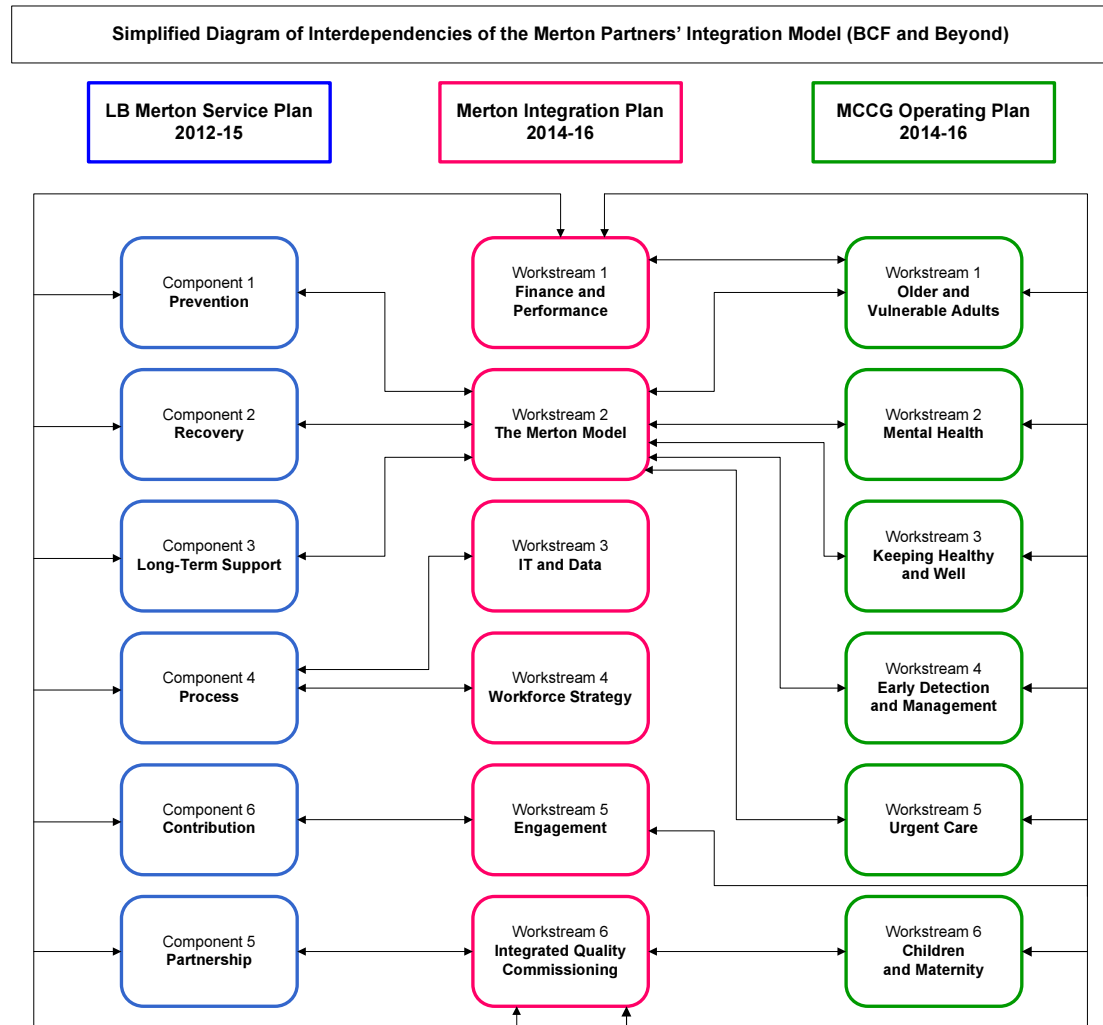
The diagram below illustrates at a high level how the different strategies are interrelated:

Figure 1: Interdependencies of partners' strategies



The following figure illustrates how the Merton partners have carefully ensured that the detailed six-workstream approach delivers an integrated model for delivering aligned outcomes, based on the strategic interdependencies set out above:

Figure 2: Interdependencies of six-workstream approach



Summary

In summary, the BCF plan and subsequent implementation is integral to the commissioning intentions and overall strategy for both Merton CCG and the London Borough of Merton. We consider the Better Care Fund as a catalyst to delivering integrated care.

Overall the Better Care Fund is an opportunity for us jointly to address the greatest health and social care challenges in Merton jointly, in alliance with our Health and Wellbeing Board and other stakeholders, community services, acute service and mental health providers, third sector providers and, most importantly, our service users.

1. Engagement

(a) Service Provider Engagement

Please describe how health and social care providers have been involved in the development of this plan, and the extent to which they are party to it.

Engaging with our health and social care providers

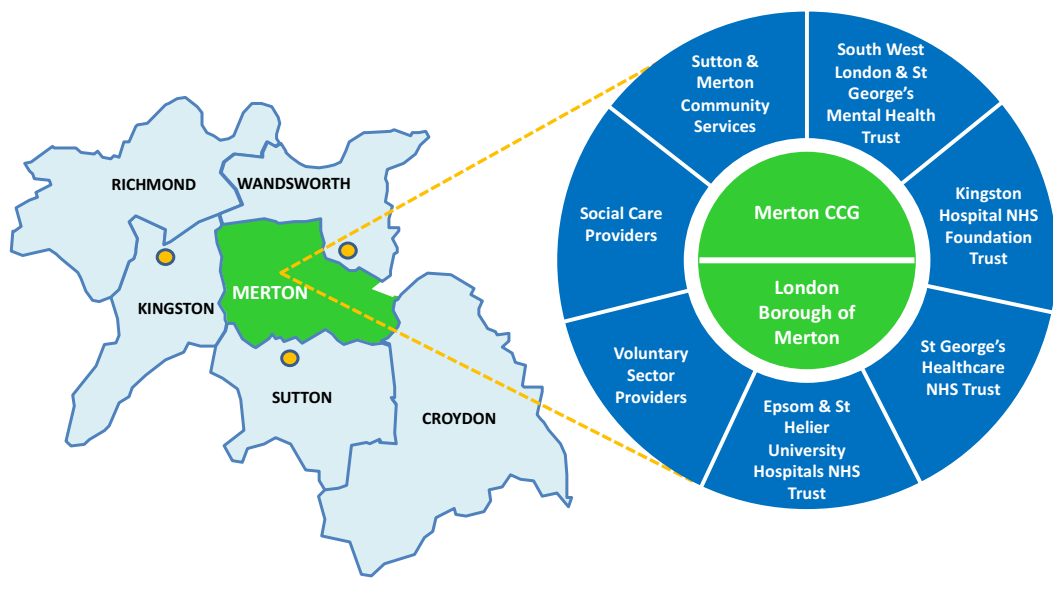
Our approach to service provider engagement

Merton CCG and LB Merton have been progressive in their approach to engaging and involving service providers in how services should be developed and redesigned to meet the integration agenda and meet the rising demand for health and social care. Given that Merton as a locality does not host an acute provider and shares a community provider with Sutton, a complex multi-stakeholder environment results creating even more weight to ensuring that health and social care providers are involved in parallel with designing services.

Whilst commissioners in Merton will provide the momentum, strategy and framework for service-level change, Merton CCG and LB Merton are acutely aware that service providers bring good insight into frontline issues and solutions. In addition it is recognised that workforce planning and step-changes in multi-professional working across health and social care organisational boundaries, can only be overcome through a carefully managed and ongoing engagement between commissioners and providers.

Regular consultation sessions take place between LB Merton and its social care providers and recent meetings have focused on the integration agenda. LB Merton's Market Position Statement will include reference to the impact of the integration agenda on the market more widely.

Figure 3: South West London locality map and the seven providers engaged with Merton commissioners



In response to increasing pressures and in anticipation of a general policy direction, in February of 2013 Chief Executives and Medical Directors of the commissioning and major provider organisations in Merton met at their own Integrated Care Summit. In consensus the principle of integration was agreed, with a particular focus on creating **fully integrated care for people with long term complex conditions**.

To prime our effort an **Integrated Care Project Board** of Executive Directors from each of the organisations was set up to take forward this work in partnership. It was agreed that services would be co-designed through this consultation process, with commissioners leading the financial envelope and commissioning intentions for services. **The principles for co-design of integrated services** are reflected in both the intentions of commissioners and the plans and outcomes generated from the Integrated Care Project Board. These are:

THE USER AND CARER AT THE CENTRE OF SERVICE DESIGN

OUTPUTS WILL BE ACTION-ORIENTATED AND EVIDENCE-BASED

EVOLVING AND LEARNING FROM PRACTICE AND WILLING TO CHANGE

USE COST-EFFECTIVE SOLUTIONS AVOIDING VAST UP-FRONT INVESTMENT

BUILD COMMUNITY CAPACITY AND ENCOURAGE SELF-MANAGEMENT

LEARNING FROM AND ENGAGING WITH THE VOLUNTARY AND COMMUNITY SECTOR

The project board has met monthly since formation and has been supported by the Office of Public Management (professional services consultancy) funded by the LGA and NHSE as part of a systems leadership programme across the country. The project is being supported by a jointly appointed Integrated Care Project Director since December 2013. The board has held design workshops involving senior and frontline staff from all seven organisations, users, carers, voluntary sector colleagues, GPs and social workers, who have worked together to design a new approach to meeting care needs without professional or organisational boundaries. This has included joint training events to address the role of the 'key worker' in integrated service models. Merton recognises the importance of leadership, and the right approach from clinicians and staff in all organisations.

Social care providers have the opportunity to engage with this agenda through regular meetings between the Borough and its providers. Since formation the Integrated Care Project Board has engaged to identify four priority objectives to deliver. These are:

1

REDUCING (GROWTH OF) EMERGENCY
ADMISSIONS

3

REDUCING PERMANENT ADMISSIONS TO
CARE HOMES

2

REDUCING LENGTH OF HOSPITAL STAY

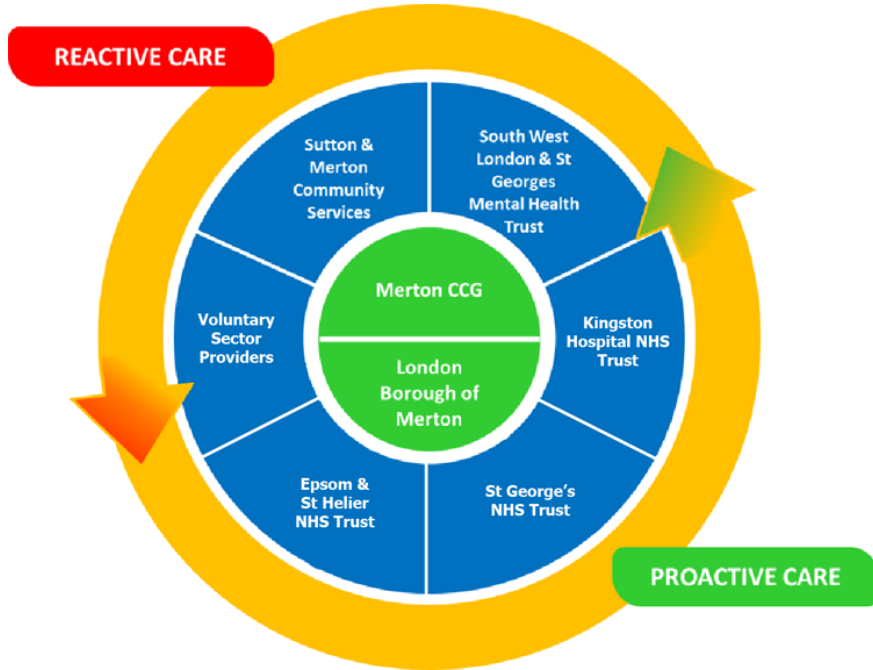
4

IMPROVING SERVICE USER & CARER
EXPERIENCE

These four objectives have been identified as overall benefiting all stakeholders in the health and social care economy and ensuring that integrated service models are sustainable and future-proof.

The project board identified that in order to meet these objectives collectively, the integrated service models approach needed to meet the growing pressure on services, and the health and social care economy as a whole. In particular clinical and service leads identified that services should be designed to:

Figure 4: Stakeholder relationships to reactive and proactive care



All stakeholders are committed to the Proactive and Reactive Care approaches. Consequently the BCF scheme and the redirection of investment to expand or implement new integrated services seek to address these approaches.

(b) Patient, service user and public engagement

Please describe how patients, service users and the public have been involved in the development of this plan, and the extent to which they are party to it.

Our patient, service user and public engagement progress & plan

As part of the process of designing a new approach to integrated care in Merton, we have held a number of events which have included consulting and engaging staff, clinicians, the voluntary sector, service users and carers. Users and carers have been involved from the early stages in the design of our integration project, and an evolved learning approach is one of our guiding principles which underpins the way we design integrated care.

Engagement activities

The following activities took place or are taking place to engage patients, service users and the public in the development and design of integrated services:

Date	Major Events
August 2013	<p data-bbox="464 904 1437 958">Event 1: 'What would brilliant look like?'</p> <p data-bbox="464 981 1437 1115">We held this event with users and carers as well as the voluntary sector to identify what would define a brilliant integrated care system in Merton. Feedback and suggestions from this event were captured and this input has been used to develop the local model.</p>
October 2013	<p data-bbox="464 1146 1437 1200">Event 2: Engage Merton</p> <p data-bbox="464 1223 1437 1460">We ran an event called 'Engage Merton' in partnership with HealthWatch Merton. Patients, members of the public, service users, carers, clinicians and other stakeholders were involved in discussions about the Commissioning Intentions for 2014-2015 and the Engagement Strategy and Implementation Plan for 2013-2015. The findings from the event enabled us to set priorities, form Commissioning Plans and develop an Engagement Strategy.</p> <p data-bbox="464 1482 1437 1684">The event identified 'seldom heard' groups including, housing associations, individuals from the traveller community, members of the public without internet access, amongst many others, and developed ideas for engaging with these groups going forward. Feedback also provided us with greater insight into how the voluntary sector can support the integration agenda in Merton. This can be seen in Appendix 1.</p>
November 2013	<p data-bbox="464 1711 1437 1765">Integrated Care Model Simulation</p> <p data-bbox="464 1787 1437 1951">We ran a simulation of the process, involving service users and carers, GPs, social workers, clinicians as well as managers from acute hospitals, community and mental health providers. During the simulation a group of service users and carers acted as advisors to each of the professionals who were playing the role of a 'key worker.'</p>

	<p>They were also part of a group participating as voluntary and community groups. This event helped to test the 'Merton model', acted as a learning event for professional development, and gained knowledge from the perspectives of all the people who were involved.</p>
<p>April 2014</p>	<p>'Introducing the Better Care Fund Integration'</p> <p>A catered, half-day stakeholder event is being organised in April 2014, to which all organisational stakeholders (commissioners, providers, voluntary sector, etc.) are invited. The event will introduce the submission, as agreed by the Health and Wellbeing Board, and initiate the Merton-wide stakeholder management plan, as part of the overall project framework.</p>
<p>Additional activities</p>	
<p>In addition to our events we have completed the following:</p> <ul style="list-style-type: none"> • Together with users and carers, we have been developing and drafting guidance for key workers and the multi-disciplinary teams based on learning from our simulation and training event. We have welcomed comments and suggestions for improving guidance which we expect to develop as learning progresses. • A place has been made available for a voluntary sector representative on the Project Board; however Merton Voluntary Service Council has been unable to take this up during an inter-regnum. Their interim Chief Officer has already attended a meeting of the Integration Project Board. • We are partners to and support the Merton Compact, which has won several national awards in recent years for the quality of work chiefly between the Borough and its voluntary sector partners, with the local NHS increasingly participating in this. 	
<p>Planning our future engagement with the public, service users and patients</p>	
<p>The following activities are planned in order to ensure that there is continued engagement from our local community:</p> <ul style="list-style-type: none"> • HealthWatch has offered to create a user-friendly way to signpost health and social care colleagues to the range of activities within the voluntary sector, and we plan to pursue this. They are also supporting us with two events to include the views of patients in the Merton which are scheduled for April • Users and carers made the important point at our simulation event that for many isolated older or frail people, being asked to contribute and take part in activities that help others, offers a real sense of purpose and dignity that has a direct effect on mental and physical health. We will have to develop a mechanism to take this forward, through our continued engagement with our community • Feedback from our simulation and key worker training was that a care plan should empower the user and enable them to see who else is involved in their care. We plan to ensure service users are involved in the testing of these care plans, through a pilot scheme. 	

- Merton community mental health services already have an excellent model of MDT working and care planning which the integration project will build on
- Our events have highlighted the issue of information governance, information sharing and patient consent. We plan to develop a clear and easy to understand process for this in conjunction with patients and service users, and embed this into our PPI work stream reporting to the ICPB
- Continue to implement the engagement strategy plan which has been informed by patient, public and service user suggestions through our 'Engage Merton' event, and embed this into our PPI work stream reporting to the Integrated Care Project Board.
- LB Merton is currently reviewing its own structure and engagement processes and expects to consider ideas with partners in May 2014
- Our commitment to engaging with the public, service users and patients will be managed by the Patient and Public Involvement (PPI) subgroup who will report into the Integrated Care Project Board (see governance section), who will have the ability and authority to make strategic plans to address any outcomes resulting from engagement. The PPI group will additionally be responsible for bringing together all the stakeholders who need to be involved in planning and monitoring such engagement activities and for reporting the outcomes to parallel subgroups such as the workforce and culture, and operational subgroups.

(c) Related documentation

Please include information/links to any related documents such as the full project plan for the scheme, and documents related to each national condition.

Document or information title	Synopsis and link
Merton Engage Event Summary	Appendix 1
CCG QIPP plan	Appendix 2
Terms of Reference for ICPB	Appendix 3
7 Day Working	Appendix 4
Risk Stratification Guidance for GPs	Appendix 5
Project Governance and Structure Diagram (Draft)	Appendix 6
Project Plan milestones (Draft)	Appendix 7
Project PID (Draft)	Appendix 8

2. VISION AND SCHEMES

(a) Vision for health and care services

Please describe the vision for health and social care services for this community for 2018/19.

- What changes will have been delivered in the pattern and configuration of services over the next five years?
- What difference will this make to patient and service user outcomes?

Health needs and inequalities to be addressed in Merton

The population of Merton is young in comparison with the rest of England. Over 65 year-olds make up just under 12% of the population, projected to increase by 21% by 2021. The numbers of 85 year-olds and over is set to rise by nearly 41%, however.

In 2011, 35% of the population were from BAME groups (Black, Asian and Minority Ethnic). The extent of ethnic diversity has increased markedly over the last 5-10 years with new emerging communities; Polish, Urdu and Tamil communities; and is expected to rise over the next 10-20 years. The level of ethnic diversity across Merton is recognised to increase the complexity of delivering services in the following ways:

- Wider and diverse range of long-term conditions and complexity of need such as rates of smoking, obesity, ischaemic heart disease and diabetes
- Diverse needs with respect to accessing care and self-management resources, such as language and cultural barriers
- Care that addresses cultural differences to care such as for mental health conditions including dementia

Deprivation levels are low and residents have a higher life expectancy than the England average. For adults, levels of obesity, smoking and healthy eating are estimated to be better than the England average, although the estimated level of physical activity among adults is worse.

There are however stark inequalities in health and lifestyle within Merton, for example, life expectancy for men living in the least deprived areas of the borough is almost nine years higher than for men living in the most deprived areas.

The difference for women is thirteen years. Circulatory disease and cancer are the top reasons for early death and, consequently, circulatory disease (including stroke and cancer plus diabetes) are among the main causes of long-term illness and disability.

Since 2008 there has been an increase in unemployment with 7.8% of residents claiming out-of-work related benefits. This however does remain lower than London and England as a whole. In addition, where people live and the quality of their home has a substantial impact on their health, wellbeing and social outcomes, and there is a high level of housing needs amongst households in Merton.

In terms of geographical variation, broadly Merton is divided into two localities; East and West Merton, where there are significant variations in age, deprivation, care needs and subsequently life expectancy. In East Merton life expectancy is 9 years lower for males than in West Merton and for women, 13 years. In East Merton, the population is younger, but the needs of the population who are aged 50-65 years is rising. In West Merton, the population is more affluent but is ageing, with rising burden of long term conditions and

complex needs. There is therefore a need to proactively identify or screen for and preventatively manage care needs and long term conditions as well as providing services to respond to crisis and exacerbations of conditions.

Our vision is to improve health and social care outcomes for the population of Merton by commissioning services tailored to the needs of individual patients whilst addressing the diverse health needs of our population and reducing geographical, age and deprivation-related variation.

Ultimately our vision should deliver:
the right care, at the right time, in the right place with the right outcomes.

Mrs Jones' story

Mrs Jones is an 83 year old retired schoolteacher who lives alone and has no relatives living locally. She has had COPD for the past 10 years and has increasing problems with breathlessness and mobility. Over the weekend she develops a cough and fever and then has a fall whilst feeding her cat.

She calls the London Ambulance Service who take her to St George's Accident and Emergency department where she is has a full geriatric assessment. This reveals that she has no fractures and access to her GP records helps the team identify that she is suffering from an exacerbation of COPD causing confusion and reduced mobility. This requires treatment with antibiotics and steroids and means she will be less able to look after herself for a period of time.

It is agreed that hospital admission is not needed, however Mrs Jones does not feel confident or safe to return home alone. The Rapid Response Team arranges for her to spend a couple of nights in a 'step-up' bed under the care of the locality based multi-disciplinary team.

She is introduced to the community nurse who will act as her key worker and together they agree a care plan. This includes support from the voluntary sector to ensure her home is warm when she returns and provide domestic support until she is well enough to do this herself. A clinical management plan, aimed to reduce exacerbations and identify any deterioration early, is developed with the help of her GP.

Once Mrs Jones is feeling better in her own home, the voluntary sector continues to support her by introducing her to an exercise class for older people which helps her maintain her fitness and her mobility and where she makes some new friends.

The vision for integrated health and social care services

Broadly, the long-term vision for integrated health and social care services for Merton will align with the following:

- The 5-year strategic vision and strategy for south west London as a whole
- The Joint Strategic Needs Assessment for Merton
- The Health and Wellbeing Strategy for Merton
- Needs and wants of patients and services users
- The Targeted Operating Model for LB Merton

The key changes to the pattern and configuration of our services over the next five years are:

- Person-centred care where shared working and communication between patients and carers, community, primary care, specialist and social care workers is seamless and the norm. Our community-based services will focus on delivering an expanded service to older adults and vulnerable adults such as the frail elderly, focusing on reablement and independence, as well as prevention of escalation.
- Our service offering for individuals with mental health conditions including dementia, will be focussed on delivering a joined up health and social care package, with a focus on prevention of escalation where possible.
- Keeping our population healthy and well, focusing on prevention and self-management.
- Focusing our resources and services on early detection and managing through risk stratification and case management.
- Ensuring the best start in life so that all children are able to realise their full potential, helped to be self-sufficient and part of a network of support that will enable them to live independent and healthy lives.
- Delivering a 7-day service to enhance care in the community and prevent delayed discharges from acute service.
- Expanding urgent and out-of-hours care where a 24/7 approach is required across health and social care services.
- We will have an integrated care system. This will involve the integration between health and social care services, as well as the integration between acute and specialist care services with community and primary care services.
- Our integrated system will be enabled through contractual commitments for providers in order to ensure organisational boundaries and professional barriers do not hinder our vision.

The Vision

Therefore the vision for integrated health and social care service includes the following features:

Seamless care delivered by truly integrated health and social care providers

- Patients, service users, the public and service providers experience integrated service models and service design without organisational boundaries.
- A shared focus on outcomes drives how individuals, workers and organisations interact positively.
- Both commissioner and service provider leadership promote and execute care pathways where the transition of care from one organisation to another, or between one professional to another is well coordinated, requiring excellent communication, shared record-keeping and appropriate accountability between professionals.
- Information about an individual is shared across organisational boundaries and IT systems, subject to the individual's consent, so that professionals can understand the whole of the person's health and social care.

- Health and social care models which ensure that patients can receive care 7 days a week and where appropriate 24 hours a day with specialist input required to keep them healthy, safe, independent and out-of-hospital (where appropriate).
- A community provider organisation with good links with acute and third sector services, deliver out-of-hospital care transitioning patients seamlessly through services. These teams will work in parallel with primary care, identifying the cohorts of the population with the highest need through risk stratification activities. Case management of these patients/service users becomes the core to the out-of-hospital service model, identifying patients who need **reactive care** and those who need **proactive care** or both and provide continuity of care
- An integrated system is developed through service reconfiguration, workforce planning, investing infrastructure, modernising services through review and redesign, utilising procurement vehicles and setting up new contractual arrangements with providers to work more closely together, in to develop the vision of truly integrated health and social care economy.

Services able to deliver proactive, preventative care

- A service model where coordination of the journey and experience of people (service users) identifies those who are vulnerable or could benefit from care, and which focuses on prevention, self-management, education and training, increase in quality of living and life expectancy promoting overall wellbeing.
- A service model where skilled workers coordinate ongoing proactive care in their multi-professional locality teams, each 'facing' acute care trusts in neighbouring localities (West Merton – St. George's Hospital, Raynes Park – Kingston Hospital and East Merton – St. Helier's Hospital). Each locality team will work with their locality network of GP practices, with access to specialist support in the community as required. Multi-professional teams are 'blended' to provide appropriate disciplines, skill mix, leadership and accountability to provide a proactive approach to care.
- Risk stratification and case management activities across multi-disciplinary teams will deliver proactive care, identifying and managing individuals at risk of deterioration, admission to acute care services or care homes, supporting care which addresses the needs of the 'whole person'.
- Each identified person will have a strong relationship with their GP or key worker who is able to lead as their care-coordinator, helping them to receive timely and consistent support and care from a multi-professional and multi-organisational team.

Services able to deliver rapid, reactive care

- The service model is able to reduce likelihood of avoidable emergency admission in times of deterioration or crises by ensuring that appropriate and responsive care and support is available in the community, including access to specialist care
- In addition, the service model is able to reduce service users' length of stay in acute services, encouraging a smooth discharge with appropriate support in the community to deliver high quality care, promote rehabilitation and reablement, preventing readmission into acute services or subsequent admission into care homes.

- Services are particularly focussed on a 7 day a week and 24/7 model of delivery where appropriate, and therefore embeds out-of-hours capacity and appropriately skilled 'night' staff to ensure a reactive approach to care in the community, relieving the pressure on emergency departments. In particular, seamless communication and interactions with local urgent care services, NHS 111 and primary care will be delivered. This will also include the rapid deployment of social care provision in the community where required
- Escalating care needs or crises are identified and responded to swiftly by dedicated multi-professional teams with sufficient capacity to enable people to stay at home unless acute specialist care or intermediate or respite care is required. These community teams work closely with acute care colleagues to avoid emergency and unplanned care admissions
- The capacity of rehabilitation and reablement services, professionals and skill will be increased in the community, to ensure that needs addressing independence and functionality are addressed, preventing admission to hospital, ensuring discharge from hospital is timely or preventing premature permanent admission to care homes
- Rehabilitation and reablement capacity is supported by intensive short-stay intermediate care (non-home based) to reduce likelihood of admission to hospital or promote earlier discharge from hospital. This service will be kept to an essential minimum (continuing to promote home-based care where appropriate) and referral criteria will be strictly controlled by service leads to ensure that only people with a potential to return to independence are managed through this service. This is to prevent 'bed-blocking'
- Greater specialist support to be delivered in the community in collaboration with primary care, by enhancing relationships and communication between acute care professionals, primary care and community-based professionals. This includes responsive and timely specialist advice and support given to primary care professionals to prevent admissions and promote discharge from hospital, and the ability for GPs to 'fast-track' diagnostics (including community-based diagnostics) and clinical review for 'at risk' individuals

An experience for people (service users) which promotes their independence and allows them to be in control of their care

- Each person (and their carer) pursues the goals which matter to them, and are in control of their care as much as they want and is possible
- Care is personal, person-centric and responsive to the uniqueness of each individual and their health and social circumstances
- Each person (and their carer) is enabled to manage their own care themselves as much as possible, to make full use of community resources and access their social capital
- Care plans and support involves the person's carer, ensuring that their needs are met, intensive support and education are given, and respite is proactively providing, preventing carer fatigue and isolation
- Each person who experiences the care pathway is involved in developing a simple single plan of their care which is understandable to them, identifying and promoting what is important to them and to achieving their goals. In addition the plan identifies the key steps and professionals to be involved should their condition or status deteriorate.

- Each person's vulnerability and safeguarding needs are assessed and acted upon at each contact, becoming embedded in their case management and their care plan
- In 2015 social care will ensure there is greater engagement with those who fund their own care and more information and advice will be provided

Services that are sustainable and future proof

- Our vision is aligned with our JSNA and HWB strategy because we understand that the BCF is a lever to meet the needs of our population more effectively particularly in times of increasing demand and expectation. In particular some of our proactive schemes address supporting our population with two or more long term conditions and complexity of conditions, with an aim to increase life expectancy and quality of life. In particular, our JSNA/HWB strategy recognises the variation in health and social status across the borough, and through delivering our vision of the BCF we intend to see health inequalities addressed.
- Overall, we believe that the BCF is just the enabler of integrated commissioning, and that as our vision is realised, we will jointly be able to improve outcomes for people. The particular conditions outlined in our JSNA which will be addressed through some of our proactive BCF schemes include: asthma, chronic obstructive pulmonary disease, ischaemic heart disease, heart failure, diabetes and patients with dementia. We also believe that our capacity to deliver higher quality and sustainable care in these and other areas depends on seamless working between health and social care services as well as creating capacity to deliver such care 7-days a week with out-of-hours capacity able to manage escalation and crises.
- Services are to be designed to ensure that the workforce is suitably skilled and trained. This will also include the correct leadership and accountability relationships to deliver integrated care, as well as the awareness and training required to deliver care across disciplines, organisations and teams including with primary care (where GPs are indeed commissioned by another central body, NHS England)
- The vision of integrated care will be embedded in the culture of the workforce and workforce planning, and will align with the strategic workforce objectives for South West London as part of the Out-of-Hospital Programme and 5-year strategic plan. This includes ensuring that where the workers transition from acute care positions into the community, they are appropriately trained to deliver integrated care, and may over time lead to a rotational workforce. This will provide an opportunity to increase the baseline skill of the workforce in the community, ultimately enabling greater capacity for community-based care
- The set of service schemes to be delivered through the Better Care Fund, will ensure that they align with achieving QIPP and CQUIN targets for Merton CCG and similarly target savings identified by LB Merton. For example, the gross savings identified for 2014/15 for Urgent and Intermediate care is £620K. Most of this is expected to be realised through services delivered through the BCF. This means that net savings will be identified in existing services marked for expansion and new services to be developed will have only been identified where cost-effectiveness can be justified and delivered
- We have already been discussing our BCF plans with our service providers. Our vision is to ensure that this level of collaboration with our providers continues through the Integrated Care Project Board, so that the providers are prepared for the changes and are true partners in the transition

A Focus on Parity of Esteem

Merton CCG and LB Merton are committed to delivering a comprehensive, integrated mental health service within the Borough and have been developing significant structures to achieve this for over a decade. Since 2001, there has been an integrated service arrangement between LB Merton and the SW London and St Georges NHS Trust, within which the Trust manages social care mental health services.

For adults of working age, the arrangement includes both social care staff and the third party spend budget; for older people, it includes just staffing. This arrangement, originally under s.31 of the NHS and Social Care Act, was replaced under s.75, and is in the process of being formally renewed under s.75 for 1 April 2014. Commissioning of mental health is still separate between LB Merton and the CCG, but this is being reviewed, as described below, as the Merton partners continue to examine further ways to integrate services for adults with mental health needs.

The emerging CCG strategy for Mental Health, which is being developed as a 'priority area' in the CCG's two-year Operating Plan, describes the following outcomes to be achieved:

- To redesign and re-commission IAPT and associated services (i.e. bereavement).
- To work with South West London and St Georges Mental Health Trust, to ensure that patients receive appropriate inpatient care.
- To ensure that our patients are treated in a holistic manner so that there is a sense of parity to their care.
- To increase the numbers of patients who are treated with Mental Health conditions in the community through outreach.
- To work with Military Health to ensure that veterans have access to all tiers of Mental Health care.

One key component is to ensure that Commissioners strive to achieve parity between physical and mental health through integrated services and this is already recognised with the implementation of a Psychiatric Liaison Service based at St George's Hospital. By making this a key part of integration, it is expected that more appropriate health outcomes will be delivered to increasing numbers of patients and will align with the Mental Health Crisis Concordat expected from the Department of Health in 2014/15. The project will make use of the Parity of Esteem tool for commissioners, as advised in Sir David Nicholson's letter of 24 February 2014: <http://www.england.nhs.uk/wp-content/uploads/2014/02/nhs-parity.pdf>.

Merton's Public Health has also been undertaking a Mental Health Review, the final results of which will be shared with LB Merton and Merton CCG during April 2014. The findings of the Review will have a direct impact on the structure and operational delivery of the integrated multi-disciplinary teams being set up as part of the Integration Project and tied in with both the CCG's Operating Plan and the Borough's Service Delivery Plan. The integration of the findings with the operational delivery of redesigned services will ensure that, particular service gaps and less-than-optimal outcomes will be identified and that locality mental health services will be established.

In commissioning for Parity of Esteem, we have already reviewed our unmet health needs through the Public Health Review, as described above. Throughout 2014/15, further work will be undertaken through the redesign of integrated reactive and proactive services to ensure that appropriate outcomes are met. As with all areas of integrated working, this will be monitored and evaluated through our operational governance structures, described in this submission.

Supporting Children

Merton CCG and LB Merton are committed to ensuring that children receive the best start in life. This means a focus on making sure that all children are able to realise their full potential, helped to be self-sufficient and part of a network of support that will enable them to live independent and healthy lives.

To this end, the partners will work together to enhance health and wellbeing networks and to provide better, early intervention in psychosis and better post-transition support to vulnerable young adults.

Discussions between LB Merton and Merton CCG are taking place regarding the further integration of commissioning functions for Children and Families Services and a very clear direction will have been agreed by 1 April 2015. The direction taken will build on existing good, integrated practice around the Multi-Agency Safeguarding Hub, children's centres and nurse partnerships.

(b) Aims and Objectives

Please describe your overall aims and objectives for integrated care and provide information on how the fund will secure improved outcomes in health and care in your area. Suggested points to cover:

- What are the aims and objectives of your integrated system?
- How will you measure these aims and objectives?
- What measures of health gain will you apply to your population?

(i) Aims and objectives of Merton's Integrated System

The following describe the primary aims and objectives of Merton's integrated system:

Transform the relationships between organisations

- Create the leadership and workforce culture, and processes/operations for integrated working between professionals
- Develop an organisational structure which enables integration, has the associated governance set up to deliver this and manages the risk associated with this
- Create the opportunity to involve stakeholders from the beginning, transition planning together and ensuring that services remain sustainable and safe for service users and patients
- Overcome organisational boundaries. This includes between health and social care commissioners, as well as acute and community providers.

Reconfigure the service model

- Focus services towards identifying those in need or at risk
- Establish the reactive care and proactive care pathways
- Ensure care is not divided artificially between care provided by different providers and professionals
- Enable shared responsibility for delivering a 'package of care' to individuals, with health and social care components
- Move to a three-locality model (from a two-locality model) for community services so that social care and healthcare services 'facing' each of the acute providers (St. George's, St. Helier's and Kingston Hospitals), working alongside locality-based networks of GP practices
- Supporting primary care to work in parallel with the integration agenda, and where appropriate host the relationships for multidisciplinary working
- Expanding service input from the voluntary/third sectors services, connecting service users/patients to improve their 'social capital' in the local community of Merton, improving broader wellbeing and societal outcomes
- Creating the service model infrastructure and planning to truly provide joined up care; IT systems, data sharing and information governance; workforce planning, education and training; governance and leadership to support multi-professional working

Increase the quality of care

- Working together to focus efforts on identifying and supporting the most vulnerable people in the population through risk profiling
- Taking a shared health and social care approach to managing complex and long term conditions, and an individual's associated lack of independence or disability
- Improving the coordination of an individual's care through key professionals and activities: case management by an MDT team, leadership from an accountable professional such as the GP, assigning a key worker
- Ensure adequate support, education and respite is available for informal carers and family, as well as formal carers

Increase individual's ability to be managed at home and remain independent

- To build on our Expert Patient Programme to promote independent self-management
- Proactive care able to recognise the value of prevention and intensive support through risk stratification and MDT-delivered case management, as well community-based rehabilitation
- Increase community capacity to deliver services and promote reablement
- Increase community capability of delivering care and expertise at home, or close to home, including through access to community-based specialist care, and through up skilling of exiting and incoming workforce
- To build on the council's established brokerage service and consider applications for integrated care.
- To recommission domiciliary care following principles of outcome based commissioning, following principles of personalisation and re-ablement, and enabling providers and service users to have more day to day control over how they achieve outcomes.

Prevention of escalation requiring emergency or acute care

- Reactive care able to prevent escalation, preventing avoidable admissions to A&E and non-elective beds.
- Ensure services deliver appropriate care 7-days a week, with selective services having increased or new capacity to deliver out-of-hours care.
- Ultimately relieve some pressure from acute services, expanding community-based.

Deliver savings

- To ensure that the integration of services and joint working creates economies of scale. This will be achieved through working collaboratively.
- The BCF plan is an opportunity to provide 7-day services and selective 24/7 services (out-of-hours).
- Expand community capacity – overlapping, high skill, bringing specialist care into the community, up skilling key professionals e.g. community nurses, care assistants.

Deliver the long-term vision

Commit and ensure an integrated system is developed through service reconfiguration, workforce planning, investing infrastructure, modernising services through review and redesign, utilising procurement vehicles and setting up new contractual arrangements with providers to work more closely together, in to develop the vision of truly integrated health and social care economy.

(ii) Measuring our aims and objectives

Delivering on national conditions

We intend to measure our full compliance against the national conditions:

- Continued protection of social care services
- Adapting our service model and working with providers to ensure 7-day services are in place (through contractual arrangements and procurement as necessary)
- Ensuring our commitment to data sharing is progressing through our procurement of this change through our CSU
- Ensuring the robust implementation of arrangements to identify a lead accountable professional for multi-disciplinary teams coordinating community-based care and case management

Delivering on national and local outcome metrics

We intend to measure our progress against the national and local outcome metrics and our identified targets:

- We will refer to the published baselines as available
- We will manage this through our financial and performance subgroup which will also feed into the operational subgroup, and ultimately into the Integrated Care Project Board

Developing metrics which are customised to Merton and south west London

In line with the national metrics, our Integrated Care Project Board (which includes stakeholder and service provider representation) identified our four key priorities, which we will monitor through our performance and finance subgroup reporting in to the Integrated Care Project Board (see governance section):



In addition:

- In south west London, through the activities of our South West London Collaborative Commissioning Group (led by the Chief Officer of Merton CCG, Eleanor Brown), we have developed a tracking tool in collaboration with the CSU. The tracking tool helps us to track our performance as individual localities and as a whole across south west London
- Through the tracking tool, we are able to monitor our progress against the reduction of emergency admissions, and any subsequent shift into urgent care, unplanned non-elective admission rates and outpatient activity.
- We are already seeing initial reductions in our emergency admission rates and NEL activity, we believe as a result of our progress on our out-of-hospital strategy as individual localities.
- The metrics will align with the national Zero Based Review of metrics in adult social care, and with the Adult Social Care Outcomes Framework (ASCOF), as well as with Merton's own adult social care performance and quality framework which is currently being reviewed and is expected to be in place in revised format in July 2014.

Connecting with and reporting to appropriate bodies

- The governance structure and reporting lines (as discussed in the governance section- 2(e)) will ensure that our alignment to our aims and objectives are on track. The boards and executives will then be charged with the responsibility to implement modifications as necessary through their own reporting system.
- We intend to continue to connect in and input to the SWL Integration Workstream, which ensures that we can compare our progress with our neighbouring localities and share knowledge, accelerating our progress in BCF and the strategic plan.

Progress against the needs identified in our JSNA and HWB strategy

- Through our reporting and engagement with the HWB, we expect to ensure that our progress is closely monitored against and aligned with our JSNA ambitions and our HWB strategy, and broadly the public health outcomes which need to be achieved for Merton
- Specifically we expect to see a reduction in health inequalities and variations in geographic, age, ethnic diversity and deprivation
- Overall we expect to see increasing access to care for vulnerable groups and lower incidences of safeguarding issues

Commissioning for provider sustainability

- Through the redirection of investment and resource, we expect our providers to be under less pressure and able to deliver higher quality care, moving more towards the 'zero-harm' principle and the London Quality Standards
- Overall we expect to see an expansion in the capacity and capability of community services, with a workforce shift
- Given the above two aims and objectives, we would expect to see an indirect high satisfaction for the acute and community-based workforce, with a positive effect to up skilling the workforce.

Engaging with the public, patients and service users

- Being held to account by our service users and their expectations, through our engagement process. Our patient and public involvement subgroup and ICPB membership.
- Measuring our patient and service user experience through the National Voices 'I Statements', as this is a narrative for integrated care from the perspective of the patient and service user, and has been developed by a partnership of NHS England, the Local Government Association, the Department of Health and Monitor. The outcomes will help ensure a shared understanding of what good person-centred, coordinated, integrated care looks like for an individual, using language that everyone can identify with.

(iii) What measures of health gain will you apply to your population?

The overall health gains we expect to make in our health economy will be met assessing our progress against the NHS, social care and public health outcomes framework:

Monitor achievements against the NHS Outcomes Framework

- Preventing people from dying prematurely
- Enhancing quality of life for people with long-term conditions
- Helping people to recover from periods of ill health or following injury
- Ensuring that people have a positive experience of care
- Treating and caring for people in a safe environment and protecting them from avoidable harm

Monitor achievements against the social care outcomes framework

- Enhancing QOL for people with care and support needs
- Delaying and reducing the need for care and support
- Ensuring that people have a positive experience of care and support
- Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm

Monitor achievements against the public health outcomes framework

- Improving the wider determinants of health
- Health improvement - people are helped to live healthy lifestyles, make healthy choices and reduce health inequalities
- Health protection - the population's health is protected from major incidents and other threats, whilst reducing health inequalities
- Public health and preventing premature mortality - Reduced numbers of people living with preventable ill health and people dying prematurely, while reducing the gap between communities

(c) Description of Planned Changes

Please provide an overview of the schemes and changes covered by your joint work programme, including:

- The key success factors including an outline of processes, end points and time frames.
- How you will ensure other related activity will align, including the JSNA, JHWS, CCG commissioning plan/s and Local Authority plan/s for social care.

Schemes and Changes: Introduction

Joint commissioning between Merton CCG and LB Merton, developing the governance and shared working arrangements that surround this and developing our integrated system, has been the core of the changes we have achieved to date. Through this planning process we have identified primary themes which need to be addressed through our integrated schemes and the wider Better Care Fund/pooled budget.

Enabling this is our commitment to developing an integrated system, which is not only to change the service model and the community services we will offer, but also the following systemic changes that need to occur to sustain this integrated system and see its continued success.

The following tables outline the Better Care Fund Schemes to be jointly commissioned by Merton CCG and the London Borough of Merton.

The schemes have been developed to meet the needs of the adult population of Merton, where integrated commissioning between health and social care is able to deliver the greatest benefits and outcomes, as well as meeting the national conditions (where relevant).

It is intended that commissioners, with continuing engagement with stakeholders (including providers and current service users/expected service users) will continue to further develop and implement these schemes during 2014/15.

Scheme 1 Seven-Day Working	
Expected outcome metrics	
	<ul style="list-style-type: none"> • Minimising delayed transfers of care • Reducing emergency admissions • Effectiveness of reablement • Reducing admissions to residential and nursing care • Patient and service user experience
Component Work Streams	
(a) Seven-day working in social care	
Scheme Description	<p>This scheme will expand the capacity to arrange care packages in the evening and on weekends, and increase capacity to support discharge from acute hospitals. The service will also be restructured to match the three geographical localities of health (East Merton, West Merton and Raynes Park.)</p> <p>To facilitate this, there will be an expansion in the Mascot telecare system and the MILES reablement service (see <i>Protecting and Modernising Social Care</i>)</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Reducing emergency admissions • Effectiveness of reablement • Reducing admissions to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Clinical – patients and service users will not be admitted to an inpatient hospital ward unless medically necessary, enabling customers to have their needs met in the least intrusive manner, and as close to their familiar home environment as possible. • Operational – joint working between health and social care staff with enhanced hours presence will enable a more productive response to customers, who will be given the right care and support at the most effective time. The project will reduce the spikes in activity caused currently by Monday to Friday working.
Timeframe for delivery	<ul style="list-style-type: none"> • There will be a phased introduction of this scheme to allow for consultation and recruitment: <ul style="list-style-type: none"> ○ Rota redesign and job planning: 2 months ○ Staff engagement and consultation: 3 months ○ Recruitment of additional posts (<i>where required, concurrent with above</i>): 2 months • Implementation of new ways of working: 2 months.
Key success factors	<ul style="list-style-type: none"> • Out of Hours Brokerage Officers to source and set up care packages. • Occupational Therapists to implement reablement programmes and techniques and/or provide equipment, minor adaptations and Telecare

	<p>prior to service packages and /or admissions to residential/nursing or hospital beds.</p> <ul style="list-style-type: none"> • Out of hours admin support to update the data base on a real time basis. • Additional carers to provide short term intensive home care and night sits. • Mobile Response Officer to provide back up and immediate installation of telecare monitoring system. • Carers and users feedback.
New to existing investment ratio	<p>This scheme will expand the capacity to arrange care packages in the evening and on weekends, and increase capacity to support discharge from acute hospitals. The service will also be restructured to match the three geographical localities of health (East Merton, West Merton and Raynes Park.) To facilitate this, there will be an expansion in the Mascot telecare system and the MILES reablement service (see <i>Protecting and Modernising Social Care</i>)</p>
(b) Seven-day working in health	
Scheme Description	<p>Currently community nurses are operating a seven day service, and this scheme will expand the existing service to include community rehabilitation staff. Rehabilitation will be provided by therapists, which will support safe discharge from an acute setting over weekends, as well as facilitating rehabilitation and reablement to begin sooner.</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Reducing emergency admissions • Effectiveness of reablement • Reducing admissions to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Discharges from acute settings happen across seven days of the week, based on medical suitability for discharge and not the availability of packages of care in the community. • Rehabilitation and reablement packages are agreed ahead of discharge and begin as soon as the person is within the community setting, regardless of the day of the week that this falls upon – overall the length of stay in the acute setting is reduced and outcomes are improved.
Timeframe for delivery	<p>This service will have a phased introduction, assuming a six month lead time for any required recruitment of additional staff and implementation of new ways of working.</p>
Key success factors	<ul style="list-style-type: none"> • Implementation of three geographical localities and integrated MDT working to provide 'wrap-around' care. • Implementation of 7 day working in social care.
New to existing investment ratio	

Scheme 2

Community Beds and Rehabilitation**Expected outcome metrics**

Expected outcome metrics:

- Delayed transfers of care
- Reducing emergency admissions
- Effectiveness of reablement
- Admission to residential and nursing care
- Patient and service user experience

Component Work Streams**(a) Older People's Assessment and Rehabilitation Service (OPARS)**

Scheme Description	<p>This is a remodelling of an existing service, that incorporates the development of community based rapid access to diagnostics and MDT delivered holistic assessment and treatment pathways for frail/ older people. The model will be rolled out in a staged approach over two years:</p> <p>The interim model aims to extend the medical assessment capabilities of the team in the form of a consultant geriatrician and provide further capacity. The service will link back to locality MDTs for pro-active work, with care planning and support in the community.</p> <p>The full model will correspond with the opening of the new Nelson Local Care Centre (LCC) and be located within the community hub</p> <p>This service will facilitate early discharge and follow up in the community through developing links with ED teams</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Community hub consisting of a MDT able to provide holistic, patient-centred, assessment, diagnostic and treatment services to be based at Nelson LCC. • Led by Interface Geriatrician with a team consisting of OT, Physiotherapy, Nursing (including Mental Health Specialist Nurse), Social Worker and Voluntary Sector presence within the facility. • Service structured to be able to deliver outpatient assessments in different work streams: Urgent (within 48 hours) and Routine (within 4 weeks). • Aim of service to conduct comprehensive assessments, implement early interventions and prevent unnecessary hospital admission.
Timeframe for delivery	<ul style="list-style-type: none"> • Interim model (prior to Nelson LCC becoming operational) to be implemented in 2014/15. • Second phase including the move to a community hub in the Nelson LCC to be implemented in 2015/16.

Key success factors	<ul style="list-style-type: none"> Opening of Nelson LCC on schedule to host community hub. Successful transition from current model to interim model, and then from interim to full model within the specified time frames.
New to existing investment ratio	
(b) Prevention of admission / step-up beds	
Scheme Description	<p>This scheme involves the commissioning of 4 additional Intermediate Care beds from current 16.5 beds for Merton (note: 33 across Merton and Sutton). These beds will be used to provide suitable prevention of admission provision, enabling people to remain in a non-acute setting where appropriate.</p> <p>The service is to be offered 7 days per week, through an MDT, to meet fluctuations in demand.</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> Reducing emergency admissions Reducing admissions to residential and nursing care Patient and service user experience
Endpoints	<ul style="list-style-type: none"> Four additional Intermediate Care beds identified and commissioned within Merton (current service is jointly commissioned between Merton and Sutton) Reduction in admissions to acute settings enabling people to remain closer to home for longer where clinically appropriate Medically led, integrated multidisciplinary team, made up of health and social care staff, with dedicated nursing and therapy teams Dedicated wider MDT (e.g. pharmacy, dietetics, chiropody, diabetic nurse, continence service) and linkages to the voluntary sector and rapid access to diagnostics.
Timeframe for delivery	<ul style="list-style-type: none"> Additional capacity to be procured in 2014/15
Key success factors	<ul style="list-style-type: none"> Availability of additional bed capacity within Merton. Availability of any additional required nursing staff with appropriate skillset.
New to existing investment ratio	
(c) Step-down beds	
Scheme Description	<p>This scheme will involve commissioning an additional four beds to support early discharge from hospital. It is proposed that there will be clear referral criteria to ensure that the beds are used as effectively as possible, combined with protocols for discharge to community-based services.</p>

Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfers of care • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Four additional step-down beds identified and procured within Merton. • Referral criteria and discharge protocols established and implemented.
Timeframe for delivery	Sourcing and commissioning of suitable beds within Merton in 2014/15.
Key success factors	<ul style="list-style-type: none"> • Availability of additional bed capacity within Merton. • Availability of any additional required nursing staff with appropriate skillset. • Implementation of three geographical localities and integrated MDT working to provide 'wrap-around' care.
New to existing investment ratio	
(d) Integrated Complex Older Patients Pathway (ICOPP)	
Scheme Description	<p>The pathway concentrates on the prevention of admission for patients in A&E and the Acute Medical Unit over 65 years of age and is being jointly developed with Sutton. The scheme will include providing a range of roles that offer specialist medical input, signposting of services and timely access to reablement and social care services.</p> <p>This is an expansion of the scheme that is being developed in Sutton to cover residents of Merton attending St Helier Hospital.</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfers of care • Reducing emergency admissions • Effectiveness of reablement • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Additional posts identified and recruited into (including Consultant Geriatrician, Navigator, Physiotherapist, Occupational Therapist, Healthcare/Rehab Assistants) • Integration with LB MERTON to facilitate timely discharges.
Timeframe for delivery	<ul style="list-style-type: none"> • Review of level of implementation of existing scheme – by April 2014. • Recruitment into additional posts (where required) – 3 months.
Key success factors	<ul style="list-style-type: none"> • Agreement of contracting and ways of working with Sutton CCG. • Availability of appropriate staff with skills.
New to existing investment ratio	

(e) Integrated Complex Older Patients Pathway (ICOPP)	
Scheme Description	Service to support early discharge greater understanding of community services. It will link existing ward-based discharge co-ordinators with services available in the community to facilitate discharge from the acute setting.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfers of care • Effectiveness of reablement • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Three WTE nursing positions appointed, covering seven days per week, to support the in reach programme and provide support for those medically fit enough for discharge. • This will be developed from an existing 'winter pressures' scheme, so there will be a transition as the posts move from temporary to permanent contracts.
Timeframe for delivery	<ul style="list-style-type: none"> • Review of existing scheme – by April 2014. • Transition of contracts from temporary to permanent, including consultation and engagement with staff – 2 months. • Recruitment into posts (where required) – 3 months.
Key success factors	Agreement of service specification with St George's Hospital to ensure that there is no overlap between the in reach service and the role of the ward-based Discharge Coordinator
New to existing investment ratio	

(f) Community Rehabilitation Service	
Scheme Description	This proposal will provide additional capacity to enable the service to meet the additional referrals to support POA and the MDT in providing more proactive management of patients
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • 5 WTE therapy/nursing posts appointed. • Capacities of community rehabilitation team expanded to support and facilitate schemes such as POA and enable hospital admission to be avoided and, where an admission has occurred, discharge to home with a suitable package of care.
Timeframe for delivery	Recruitment into new posts – 2 months.
Key success factors	<ul style="list-style-type: none"> • Availability of staff with appropriate skillset. • Implementation of three geographical localities and integrated MDT working to provide 'wrap-around' care.
New to existing investment ratio	

Scheme 3

Integrated Locality Teams**Expected outcome metrics**

Expected outcome metrics:

- Delayed transfers of care
- Reducing emergency admissions
- Effectiveness of reablement
- Admission to residential and nursing care
- Patient and service user experience

Component Work Streams**(a) Community Nursing Posts**

Scheme Description	<p>In total this would extend to four new nursing posts, organised across the three integrated localities. These new posts would bring in additional skills to support proactive case management.</p> <p>Bringing together of existing community and social care staff (including the staff of specialist teams) to support all adults and in particular high risk patients, providing integrated packages of care, supported by key workers co-ordinating support from the MDT.</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Reducing emergency admissions • Effectiveness of reablement • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Four WTE nursing posts appointed. • Increased specialist support within MDTs to provide support allowing greater numbers of adults to remain in community settings. • Facilitation of greater integration within the three localities through increasing seniority of skill mix.
Timeframe for delivery	<ul style="list-style-type: none"> • Assessment of existing workforce skills gaps and detailed definition of required new roles – 2 months (<i>tied in to outputs from schemes approved and funded by Health Education South London</i>). • Recruitment into new posts – 3 months. • Reorganisation and development of new ways of working – 2 months.
Key success factors	<ul style="list-style-type: none"> • Availability of nursing staff with appropriate skillset. • Implementation of three geographical localities and integrated MDT working to provide 'wrap-around' care. • Implementation of 7 day working in social care (<i>see Seven Day Working</i>).
New to existing investment ratio	

(b) Dementia Nurses	
Scheme Description	New scheme to provide specialist support to those with moderate to severe dementia, their carers and professionals in contact with those with dementia across community teams. This will include education, support and advice as well as signposting to other services and making referrals into other appropriate services.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Reducing admissions to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Six WTE dementia nursing posts appointed. • The additional posts will facilitate the raising of awareness of dementia across the integrated MDTs, and support the aligning of services for those with dementia and their carers. • Nursing posts will support the implementation of the <i>Merton Dementia Hub</i>.
Timeframe for delivery	<ul style="list-style-type: none"> • Assessment of existing workforce skills gaps and detailed definition of required new roles – 2 months. • Recruitment into new posts – 3 months. • Reorganisation and development of new ways of working – 2 months.
Key success factors	<ul style="list-style-type: none"> • Availability of nursing staff with appropriate skillset. • Implementation of three geographical localities and integrated MDT working to provide 'wrap-around' care. • Implementation of <i>Merton Dementia Hub</i>.
New to existing investment ratio	
(c) Expert Patient Programme	
Scheme Description	<p>6 Expert Patient Programme (EPP) courses have been funded in 2013/14 on a non-recurrent basis. This proposal is to recurrently fund a total of 8 courses per annum, enabling 120 patients to benefit from the course each year.</p> <p>Research shows that people who have trained in self-management tend to be more confident and less anxious. They make fewer visits to the doctor, can communicate better with health professionals, take less time off work, and are less likely to suffer acute episodes requiring admission to hospital.</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Increased incidences of self-care within Merton, leading to an increase in general health and wellbeing across the borough through fewer illness-affected days and reduced avoidable attendances and admissions to hospitals. • EPP schemes extended to an broader range of conditions.

Timeframe for delivery	<ul style="list-style-type: none"> • Identification of further conditions for inclusion within the EPP: 3 months • Expansion of courses, including the input and linkages from relevant local clinicians and integrated MDTs: • Identification of suitable cohorts for invitation to the EPP courses (with input from risk stratification programme): 2 months (<i>concurrently with above</i>).
Key success factors	<ul style="list-style-type: none"> • Timely identification and procurement of partner to deliver the EPP courses. • Links with locality integrated MDTs to ensure consistency of messaging.
New to existing investment ratio	
(d) Telehealth/Telecare	
Scheme Description	<p>This proposal will utilise telehealth for suitable patients with heart failure and/ or COPD with the overall aim of supporting these patients in their own home and being able to pick up early warning signs of a potential deterioration or exacerbation so that early intervention may avoid further deterioration and potential admission to hospital.</p> <p>This scheme will be provided as a part of the existing MASCOT services.</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Admission to residential and nursing care • Patient and service user experience
Endpoints	All patients with agreed conditions identified as suitable are being managed proactively through telehealth arrangements to avoid unplanned inappropriate attendances/admissions to hospital.
Timeframe for delivery	<ul style="list-style-type: none"> • Detailed service specification to be developed in April 2014. • Initial procurement and roll-out of telehealth will take place during 2014/15, to include a pilot period. • Roll-out of telehealth will take place from April 2015.
Key success factors	<ul style="list-style-type: none"> • Identification of provider of telehealth equipment. • Development of SLAs with telehealth provider.
New to existing investment ratio	
(e) End of Life	
Scheme Description	<p>This is an expansion of an existing scheme with additional investment to start in 15/16 in two specific areas:</p> <ul style="list-style-type: none"> • Delivery of a case management approach for non-specialist palliative care cases within the district nursing service (3x case managers) • Increase extent of the hospice at home service (6x nurses).

Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Reducing emergency admissions • Reducing admissions to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • 3 case managers appointed • 6 nurses to extend the hospice at home service appointed
Timeframe for delivery	<ul style="list-style-type: none"> • Assessment of existing workforce skills gaps and detailed definition of required new roles – 2 months (<i>tied in to outputs from schemes approved and funded by Health Education South London</i>). • Recruitment into new posts – 3 months. • Reorganisation and development of new ways of working – 2 months.
Key success factors	<ul style="list-style-type: none"> • Availability of nursing staff with appropriate skillset. • Implementation of three geographical localities and integrated MDT working to provide 'wrap-around' care. • Implementation of 7 day working in social care (<i>see 1</i>).
New to existing investment ratio	

Scheme 4

Prevention of Admission**Expected outcome metrics**

Expected outcome metrics:

- Delayed transfers of care
- Reducing emergency admissions
- Effectiveness of reablement
- Admission to residential and nursing care
- Patient and service user experience

Component Work Streams**(a) Interface Geriatricians**

Scheme Description	A geriatrician will provide ten clinical sessions per week, working across the community hub, Emergency Department and Intermediate Care beds as well as providing support for GPs and the community.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Effectiveness of reablement • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Consultant Geriatrician sessions appointed to interface geriatrician role. • Sessions are undertaken in community hub and in ED. • Case management clinical sessions are scheduled.
Timeframe for delivery	There will be a phased introduction of this scheme with an estimated start date in October 2014
Key success factors	Availability of Consultant Geriatrician with appropriate skills.
New to existing investment ratio	

(b) Community Prevention of Admission Team (CPAT)

Scheme Description	<p>This team became fully operational in October 2013 and provides rapid holistic assessment within 2-4 hours in the patient's own home, providing a management plan, where appropriate, for ongoing management in the community.</p> <p>During 2014/15 there will be further development of the community prevention of admission team to increase the referrals from out of hour's services, 111 and the London Ambulance Service through inclusion within the directory of services. This is linked the CCG QIPP Plan. Please refer to Appendix 2.</p>
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	New investment - expansion into nursing homes: Development of an urgent response system with Merton nursing and residential homes to pro-actively identify patients at high risk of deterioration/ admission to hospital and support the nursing/residential homes with a management plan and where required additional support. Currently educational support is provided but not specific support for homes at this level of input. Existing CPAT service will be commissioned to extend to undertake this service.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Effectiveness of reablement • Reducing admissions to residential and nursing care • Patient and service user experience
Endpoints	Build on skills and competencies within CPAT and expand links to incorporate an urgent response across a wider range of community services (including social care, including support to nursing homes, referrals from LAS and 111).
Timeframe for delivery	<ul style="list-style-type: none"> • Agree skill mix/model of expanded CPAT – within 2 months. • Assessment of existing workforce skills gaps and detailed definition of required new roles – 2 months (<i>tied in to outputs from schemes approved and funded by Health Education South London</i>). • Agree support from other services to maintain any support required post 72 hours – within 2 months. • Agree contracting arrangements – within 2 months. • Recruitment into new posts – 2 months. • Go live with substantive team – by 01/04/14.
Key success factors	<ul style="list-style-type: none"> • Availability of nursing staff with appropriate skill set. • Implementation of three geographical localities and integrated MDT working to provide 'wrap-around' care.
New to existing investment ratio	
(c) Rapid Response Team at St Helier and STAR Team at St George's	
Scheme Description	<p>The aim of this scheme is to maximise the opportunities for admission avoidance at Emergency Department (ED) by using specialist skills to facilitate timely, safe and appropriate discharge of patients from ED and prevent unnecessary hospital admission within existing teams. Intervention will be patient-centred to ensuring the most appropriate treatment in the right environment. Initially both services will be reviewed to understand their relative effectiveness. The Rapid Response Team at St Helier is provided by SMCS and operates for extended hours.</p> <p>A major component of the scheme is the redesigning of the STAR team pathway at St George's Hospital to maximise screening and assessment prior to admission, so that those who can be safely managed in the community are transferred to the care of community teams/ new OPARS (see 15). Currently a number of patients are being admitted for the purposes of assessment. This project will be managed collaboratively with Wandsworth CCG (host commissioner of St George's Hospital).</p>

Expected Outcome Metrics	<ul style="list-style-type: none"> Reducing emergency admissions Admission to residential and nursing care Patient and service user experience
Endpoints	<ul style="list-style-type: none"> Redesigned the STAR team pathway in St George's to maximise the screening and assessment undertaken at A&E (prior to admission). Improve links to social care and support to discharge patients rapidly, including social care input into STAR/Rapid Response team.
Timeframe for delivery	<ul style="list-style-type: none"> Agree approach with Wandsworth CCG (host commissioner for St George's Hospital) and Sutton CCG (host commissioner for St Helier Hospital) – by April 2014. Undertake service review, including completion of benchmarking exercise and clinical audit – by April 2014. Service redesign exercise in collaboration with respective host commissioners and signed off via Clinical Reference Group – 3 months. Implementation of new ways of working – 2 months.
Key success factors	<ul style="list-style-type: none"> Development of collaborative relationships and agreements with Wandsworth CCG and Sutton CCG. Accuracy and availability of reference data in order to carry out benchmarking. Effective negotiation with acute, community and social care providers.
New to existing investment ratio	
(d) Psycho-geriatric sessions	
Scheme Description	This is a new initiative for specialist input to provide proactive support to patients using links within MDTs in the three localities. The input from the specialists will amount to advice and support to MDTs, as opposed to direct provision of case management. This support will be available as a resource for Older Persons Assessment and Rehabilitation Service (see <i>Community Beds and Rehabilitation</i>), Community Prevention of Admission Team (see <i>above</i>) and Intermediate Care.
Expected Outcome Metrics	<ul style="list-style-type: none"> Delayed transfer of care Effectiveness of reablement Reducing admissions to residential and nursing care Patient and service user experience
Endpoints	<ul style="list-style-type: none"> Three case managers appointed. Increased proactive management of older people with complex needs in a community setting through the provision of specialist advice into integrated MDTs in the three localities.
Timeframe for delivery	Recruitment into new posts – 3 months.

Key success factors	<ul style="list-style-type: none"> • Availability of psycho-geriatric support. • Implementation of three geographical localities and integrated MDT working to provide 'wrap-around' care. • Implementation of Older Persons Assessment and Rehabilitation Service (see <i>Community Beds and Rehabilitation</i>), Community Prevention of Admission Team (see <i>above</i>) and Intermediate Care.
New to existing investment ratio	
(e) AgeWell Prevention	
Scheme Description	A joint programme between LB MERTON and the voluntary sector was launched in May 2013 to support people to live at home in their communities for as long as possible. Some of the organisations participating in the programme include the Wimbledon Guild, Merton Community Transport, Age UK and Carers Support Merton and cover initiatives such as a volunteer driver's scheme, supporting people to manage their incontinence, and coaching people and carers through crises and difficult times.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Older people within Merton are supported to remain in their homes as long as medically appropriate and it is safe for them to do so. • Inappropriate emergency admissions to hospital are reduced through additional support offered to people and their carers through crises and difficult times.
Timeframe for delivery	<ul style="list-style-type: none"> • This scheme is currently operational, though recurrent costs will be funded from through the Better Care Fund in 2015/16.
Key success factors	<ul style="list-style-type: none"> • Continued engagement from existing stakeholders.
New to existing investment ratio	

Scheme 5 Protecting and Modernising Social Care	
Expected outcome metrics	
Expected outcome metrics: <ul style="list-style-type: none"> • Delayed transfer of care • Effectiveness of reablement • Reducing admissions to residential and nursing care • Patient and service user experience 	
Component Work Streams	
(a) Domiciliary Packages of Care	
Scheme Description	This is a continuation of existing services that will ensure 24 hour access to care packages. The meeting of demand for care packages from health sources will be guaranteed; offering timely and prompt service in the community as an alternative to hospital admission and on discharge.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Effectiveness of reablement • Reducing admissions to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Care packages are available 24/7 for those who would otherwise be at risk of admission to hospital. • Care packages are available 24/7 to facilitate discharge from an acute setting.
Timeframe for delivery	This scheme is currently operational, though recurrent costs will be funded from through the Better Care Fund in 2015/16.
Key success factors	<ul style="list-style-type: none"> • Continued engagement from existing stakeholders. • Enactment of the Care Bill has limited impact on the service in the current configuration.
New to existing investment ratio	
(b) Merton Independent Living and Enablement Service (MILES) reablement and discharge service	
Scheme Description	This service comprises of a range of services including discharge support, reablement, and some crisis support where other providers are unable to meet demand or swift restarts of packages. The service is currently being revised to match the 'discharge and assess' model, and increase the number of users being offered reablement.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Delayed transfers of care • Admission to residential and nursing care • Patient and service user experience

Endpoints	<ul style="list-style-type: none"> Revised model in line with Merton Council's 'discharge and assess' model. Increased numbers of people entering the service being offered reablement services, improving outcomes.
Timeframe for delivery	<ul style="list-style-type: none"> Review of existing service – 3 months. Development of new service delivery model – 3 months. Consultation and engagement with staff and service users – 3 months. Implementation of revised service delivery model and transition to new ways of working – 3 months.
Key success factors	<ul style="list-style-type: none"> Enactment of the Care Bill has limited impact on the service in the current configuration. Key stakeholders engage with review and redevelopment process in a timely manner.
New to existing investment ratio	
(c) Additional staff to meet new Care Bill duties	
Scheme Description	The Care Bill, when enacted, will update and increase the statutory responsibilities of LB MERTON and, in order to meet these obligations additional staffing will be required. Some of the responsibilities overlap with the aims of the BCF as there is a health and wellbeing element, so the pooled budget will be utilised for these posts.
Expected Outcome Metrics	<ul style="list-style-type: none"> Reducing emergency admissions Delayed transfers of care Admission to residential and nursing care Patient and service user experience
Endpoints	Staffing levels to allow for compliance with new obligations arising from the Care Bill.
Timeframe for delivery	<ul style="list-style-type: none"> Assessment of implications of care bill on existing services and staffing levels – by April 2014 Gap analysis of skills and staff numbers – 2 months. Recruitment into posts (where required) – 3 months. Implementation of new ways of working (<i>concurrent with recruitment</i>) – 4 months.
Key success factors	<ul style="list-style-type: none"> Care Bill is enacted in a similar form to that which is being read currently in parliament. Availability of staff with appropriate skills.
New to existing investment ratio	

Scheme 6 Carers' Breaks

Expected outcome metrics

Expected outcome metrics:

- Reducing emergency admissions
- Admission to residential and nursing care
- Patient and service user experience

Component Work Streams

(a) Increased night nurses to support carers

Scheme Description	This scheme will increase the capacity of the Night Nursing Service, providing additional skilled support which is available to carers between the hours of 7pm and 7am in order to prevent unnecessary emergency admissions. This will primarily be through remote advice provided from a hub, extended to mobile / visit support in appropriate cases. The scheme is integrated with Merton Social Services.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Admission to residential and nursing care • Patient and service user experience
Endpoints	This will be developed from an existing 'winter pressures' scheme, so there will be a transition from temporary to permanent contracts.
Timeframe for delivery	<ul style="list-style-type: none"> • Review of existing scheme – by April 2014. • Transition of contracts from temporary to permanent, including consultation and engagement with staff – 2 months. • Recruitment into additional posts (where required) – 3 months.
Key success factors	<ul style="list-style-type: none"> • Transition from temporary staffing to permanent contracts. •
New to existing investment ratio	

Scheme 7	
Investing into integration infrastructure	
Expected outcome metrics	
Expected outcome metrics: <ul style="list-style-type: none"> • Delayed transfer of care • Patient and service user experience 	
Component Work Streams	
(a) Data Sharing Project	
Scheme Description	<p>This scheme provides funding towards a multi-agency project to develop information sharing across health and social care across south west London, commissioned from South London Commissioning Support Unit. Organisations must put processes and systems in place to ensure that NHS number 'completeness' is maintained at or above 97.5% as the primary identifier in communications.</p> <p>It includes funding to facilitate the use of the Coordinate My Care system as a platform to hold common care plans developed by the integrated locality teams, ahead of larger-scale information sharing progress.</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • NHS Number becomes the primary method of data sharing for customers/patients between teams within the three integrated MDT localities. • Meeting or exceeding of the targets set out as part of the <i>Better Care Fund</i> for NHS Number completeness. • Seamless data sharing within integrated locality teams and between health and social care partners.
Timeframe for delivery	<ul style="list-style-type: none"> • An upload of NHS numbers was provided by the NHS Personal Demographics Service (PDS) through their batch trace service in the later part of 2013. This produced a matching of around 75% of our current customers and these NHS numbers have been uploaded to <i>Carefirst</i>. • April 2014: NHS number added as a field on the Initial Contact forms designed to accommodate the new Adult Social Care Collections. • By 31/12/14 – Complete additional 'batch upload' to match users with NHS numbers through a detailed listing of first names and surnames, once complete the matching figure will increase to at least 80%.. • By 31/12/14 – Gain access to PDS directly through either an NHS organisation or through another borough that has Registration Authority (i.e. Enfield) to allow staff to look up NHS numbers for new customers where NHS number is not known. • By 31/12/14 – Identify and implement 'smart cards' for staff to access to the PDS, provide training to staff and agree targets for NHS Number

	completeness.
Key success factors	<p>Second batch upload process increases NHS Number completeness to expected level (approximately 80%).</p> <p>Access to PDS achieved either through a suitable NHS organisation, or alternatively through another borough that has a Registration Authority.</p>
New to existing investment ratio	
(b) Integration Costs	
Scheme Description	This scheme provides funding towards costs associated with integration between health and social care, including project running costs and posts.
Expected Outcome Metrics	N/A
Endpoints	<ul style="list-style-type: none"> • Appointment of the following jointly appointed (between LB MERTON and Merton CCG) roles: Project Director, Joint Commissioning Manager, Clinical Lead. • Organisational Development carried out to facilitate greater integration.
Timeframe for delivery	<ul style="list-style-type: none"> • Merton Integrated Care Project launched in February 2013, with first meeting of the Merton Integrated Care Project Board – this now meets on a monthly basis. • Refer to the Merton Integrated Care Project programme plan for detailed delivery timings.
Key success factors	<ul style="list-style-type: none"> • Availability of staff with appropriate skills. • Agreed governance structure between LB MERTON and Merton CCG for the integration project.
New to existing investment ratio	

(d) Implications for the acute sector

Set out the implications of the plan on the delivery of NHS services including clearly identifying where any NHS savings will be realised and the risk of the savings not being realised. You must clearly quantify the impact on NHS service delivery targets including in the scenario of the required savings not materialising. The details of this response must be developed with the relevant NHS providers.

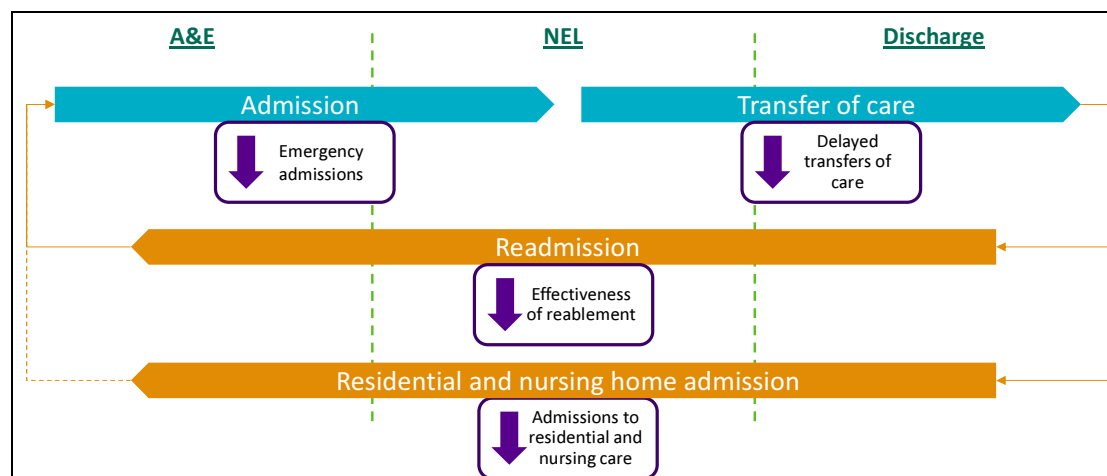
Activity Shifts

The introduction of the BCF is likely to have far reaching implications in terms of the way that health and social care is provided in the future. Many of the resultant changes are likely to be felt most intensely by acute providers. Recognising this Merton, through bodies such as the Merton Integrated Care Project Board, has engaged with provides to ensure that there is a shared awareness of the likely changes.

When the changes to integrated care are fully implemented, the whole-system effects are expected to provide benefits to acute providers in the area. A reduction in the numbers of emergency attendances and admissions will relieve pressure on trusts' A&E departments, better enabling them to meet the 4-hour A&E target and also reduce the amount of activity that is funded at the marginal rate (currently 30% of tariff). Through reducing delayed transfers of care patients will be discharged when they are 'medically fit', meaning only the most appropriate patients remain in hospital and instances of 'bed-blocking', with its associated negative consequences¹, are reduced. Because the Merton system is already "top quartile" in terms of non elective admissions and delayed transfers of care for social care reasons, the targets for further improvement or maintaining current performance are realistic and prudent.

Projected shifts of care, and where the BCF outcome metrics influence this, are shown in the diagram below.

Figure 4: Projected shifts of care with potential impact on acute sector



¹ The risks associated with any hospital admission are well recognised, such as the increased chance of contracting a Hospital Acquired Infection (HAI) and bed-based reduced mobility / muscle strength. These risks are particularly significant for older patients, where there are additional risk factors around psychological harm and increased dependency.

Net Savings from Activity Shifts

Merton currently performs within the upper quartile for non-elective (NEL) admissions, and experiences low levels of delayed transfers of care, compared with national levels. This baseline is encouraging for Merton, and reflects:

- the work that has already been put into QIPP, CQUIN and other similar initiatives
- our strong relationships with both community and acute providers locally and commitment to patient care
- the demographic profile of the population in Merton which overall enjoys a greater life expectancy and better health than the national average

Therefore plans to shift activity from acute settings start from a solid base and will initially focus on maintenance and stabilisation of existing gains, throughout 2014/15. New schemes will then become operational and deliver additional shifts in 2015/16 as the BCF is fully implemented. It is recognised that where schemes prevent admission to hospital, or facilitate more timely discharge then there will be a resultant reduction in bed-days, and the impact of this is felt by acute providers. Merton will maintain a flat growth in acute activity against a demographic population growth of 2.1% and a non-demographic² growth of 1.6% locally.

Efficiencies of £600k have been identified for 2014/15 through the QIPP planning process, which will involve activity being shifted from acute to alternative settings (primarily through avoidance of attendance and increased provision of care in the community). The BCF therefore represents a considerable new commissioning lever that will facilitate these savings being realised. For 2015/16 £900k worth of efficiencies have been identified (subject to further refinement). While many of these savings will be achieved through new schemes starting, and the expansion of schemes that will be launched in 2014/15, some of the increase over the previous year will be achieved through economies of scale arising from increasing integration between health and social care. In addition as services and new ways of working become more established there will be a consummate increase in the quality of offerings.

Although Merton CCG is in a stable financial position and is able to invest in new initiatives throughout 2014/15, facilitating the realisation of additional efficiencies identified in 2015/16, this position would be at risk were schemes not to deliver projected performance. As many of the schemes included within the BCF are interdependent between Merton CCG and LB MERTON, a risk-sharing agreement has been reached (though this will be subject to ongoing refinement and a contractual agreement, see section 2e for further information). This will ensure that both partners are able to take greatest advantage from the fund, and that in the case of non-performance one organisation would not be disproportionately disadvantaged, as well as taking joint responsibility for the whole health and social care economy.

² Non-demographic growth includes all areas of demand growth not explain by demographic factors, for example changed patient and service user behaviour, technological advances, and increased access to care.

Engagement and Transition Planning

The majority of care for Merton patients is provided at St George's Hospital (part of St George's Healthcare NHS Trust, hosted by Wandsworth CCG) and St Helier Hospital (part of Epsom and St Helier University Hospitals NHS Trust, hosted by Sutton CCG). A smaller amount of activity is carried out at Kingston Hospital NHS Foundation Trust. As all of these trusts are outside the geographical area of the borough Merton CCG does not act as a host commissioner for any, but acts as a strong associate commissioner for all contracts. All three of the acute trusts are represented on the Merton Integrated Care Project Board which has a remit for the practical planning and designing of integrated services locally (see section 2e for a full description).

To date, high level individual meetings have been held with all of the acute trusts outlining the potential forecast impacts of the BCF plans. There is recognition that locally there will be a cumulative impact on acute trusts from multiple BCF plans, especially given that Merton residents are cared for at trusts that the CCG is not a host commissioner of. Therefore joint meetings will have been held with Sutton CCG and Epsom and St Helier University Hospitals NHS Trust, and also with Wandsworth CCG and St George's Healthcare NHS Trust, to discuss more detailed implications and undertake in depth transition planning. In addition, synergies will be sought between the BCF and operations plans of Sutton and Wandsworth, in order to maintain a coherent and viable local health and social care economy. At this stage there will be an opportunity to discuss and understand any risks to provider sustainability, and the potential for provider (or commissioner) failure.

In particular, consistency will be maintained with the Sutton Integrated Complex Older Persons Pathway, and how this may be extended to Merton residents who are cared for at St Helier, given that the community services provider delivering this service is also shared between the boroughs.

In addition to transition planning carried out collaboratively between host commissioners and acute providers, CCGs across south west London, including Merton, formed the 'South West London Strategic Commissioning Collaborative' ("the SWL Collaborative"). One aim of the SWL Collaborative will be to develop a coordinated five year strategic plan for the whole health economy across the area, which will include initial transition planning with relation to the BCF.

Contingency Planning

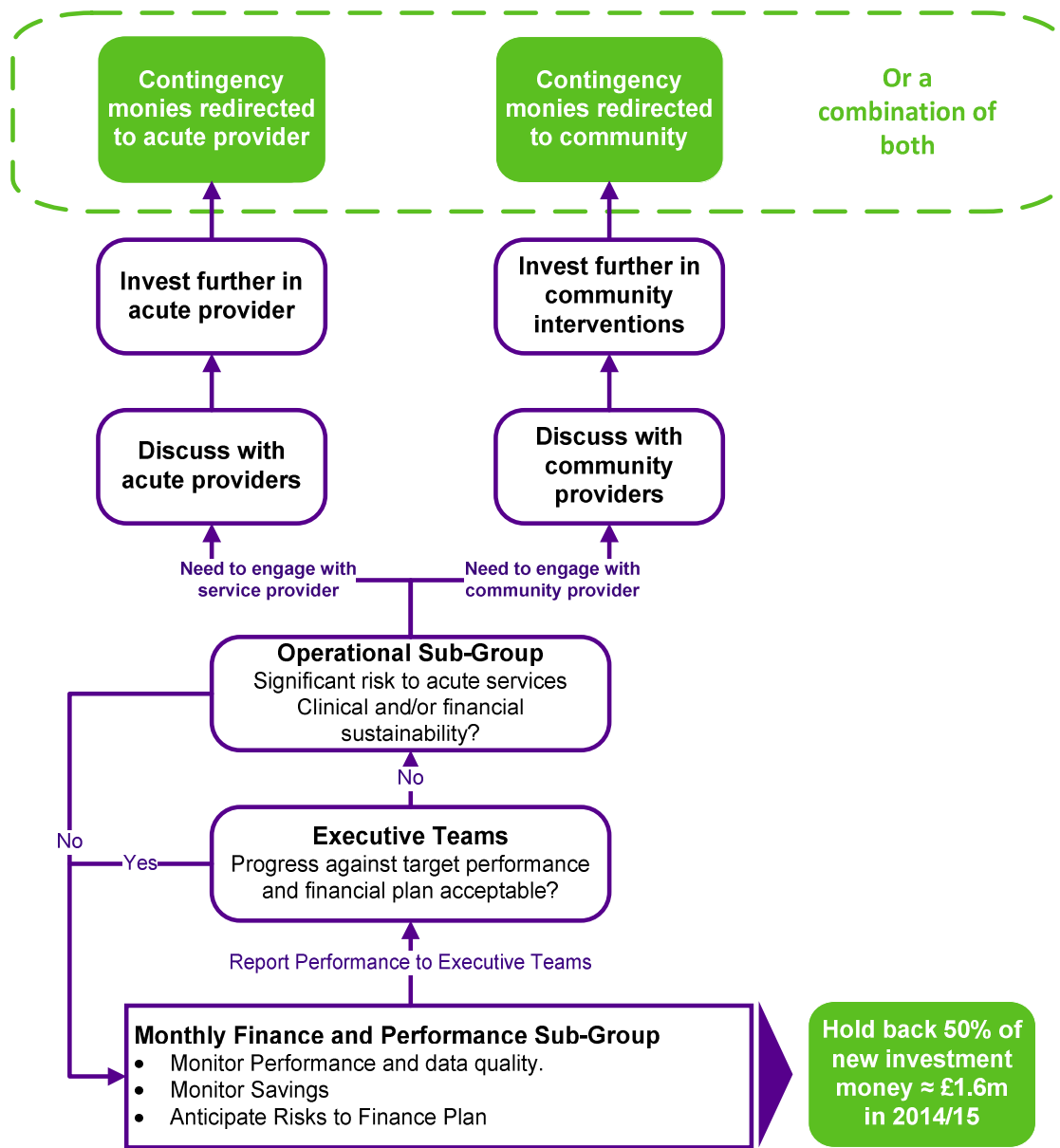
Contingency planning has been agreed in Merton at an early stage of planning for the implementation of the BCF. As described above, a risk-sharing arrangement between Merton CCG and Merton Council has already been reached. The approach to developing new schemes, where investment into new schemes will be made during 2014/15 from non-recurrent funds is also outlined. By the end of 2014/15 performance of schemes will be assessed, and those that are not delivering the required levels of savings, activity shift, or both will have the ongoing viability assessed.

A contingency framework is outlined below which describes the ongoing process for assessing the performance of schemes, and the decision-making process where the expected level is not being achieved.

It is proposed to hold back a contingency of £1.6m from the total BCF value of £12.2m, which is approximately 13% of the total fund. The £1.6m relates to new investment and is equally split between CCG and LA. The investment will only be possible if an equivalent amount of efficiencies is released by acute Providers through reduction in admissions or reduced length of stay. Depending on the performance of the metrics in 2014-15 and the early part of 2015-16, the £1.6m will be kept under review and may be reprofiled to be used on new/additional schemes that will make an impact on the metrics, instead of the schemes detailed in the original BCF plan.

The contingency fund of £1.6m will be spent on either the original schemes agreed in the BCF plan or on schemes that will ensure the BCF metrics are achieved. The performance of the BCF metrics will be monitored from April 2014 on a monthly basis by the Finance and Performance group, which will report to the Merton Integrated Project Team so that corrective action can be taken to meet the metrics.

Figure 5: Merton contingency planning framework



(e) Governance

Please provide details of the arrangements are in place for oversight and governance for progress and outcomes

Approach to Governance and Responsibilities

Overview of Governance Arrangements

Merton has some history of integrated working between local health and social care, which has rapidly accelerated since February 2013 with the formation of the Merton Integrated Care Project Board, and the subsequent enactment of the *Health and Social Care Act 2012* in April 2013. Governance structures have therefore been developed and implemented that enable close working between health and social care locally. Some of these predate the announcement of the BCF.

In common with other areas, the **Merton Health and Wellbeing Board** (HWB) has a statutory responsibility for ensuring that commissioning intentions of both Merton Council and Merton Clinical Commissioning Group are aligned³, coherent, and meet the priorities set out in the **Joint Health and Wellbeing Strategy**. The Merton HWB has a statutory (mandatory minimum) membership, defined in the *Health and Social Care Act 2012*⁴, that includes senior leaders from across health and social care services and meets on a bi-monthly basis.

The **One Merton Group (OMG)** is an executive level joint group that reports to the Merton HWB. The OMG has a remit to provide strategic direction to integrated services locally. It brings together senior representatives from Merton Council (Director of Community and Housing and Director of Children's and Families), Merton Clinical Commissioning Group (Chief Officer and Director of Commissioning and Planning), and the Public Health (Director of Public Health), The OMG meets monthly.

The **Merton Integrated Care Project Board** has a remit to facilitate the practical aspects of integrated working locally and reports to the OMG. It brings together stakeholders to co-design local integrated services; this includes providing direction to, and coordinating the output of the Project Team and the six workstream subgroups:

- Finance and Performance
- The Merton Model
- IT and Data
- Workforce Strategy
- Engagement
- Integrated Quality Commissioning

The Merton Integrated Care Project Board membership includes representatives from Merton Council, Merton CCG, the community services provider (Sutton and Merton Community Services), local acute and mental health providers and a voluntary sector representative. The Merton Integrated Care Project Board meets on a monthly basis. A full membership can be found in the terms of reference which are included in Appendix 3 of this template.

³ Health and Social Care Act 2012 – section 195

⁴ Health and Social Care Act 2012 – section 194

Governance Structure and Lines of Reporting and Communication

The full governance structure is attached at Appendix 6.

Risk Management

While the introduction of the BCF presents a considerable opportunity to facilitate greater integration between health and social care services, it also creates greater interdependencies between organisations with different statutory obligations. These obligations are set out in the *Health and Social Care Act 2012* for Merton CCG, and will be defined for Merton Council by the *Care Bill 2014* which, at the time of writing, was at the second reading stage in the House of Lords.

In recognition of these obligations, and the level of investment that is to be made both as individual organisations and from a joint pool, risk-management and risk-sharing agreements have been developed collaboratively. For the purposes of planning initial investments, it has been agreed that, in the case of non-performance, financial risk will be shared on an equal (i.e. 50:50) basis. This will be formalised with a contractual agreement for risk sharing between Merton Council and Merton CCG, to be developed during 2014/15 in anticipation of the full BCF being implemented in 2015/16. For a full list of identified risks and discussion of the risk-management and risk-sharing agreements, please refer to Section 4.

3. NATIONAL CONDITIONS

(a) Protecting Social Care Services

Please outline your agreed local definition of protecting adult social care services.

Our Definition of Protecting Adult Social Care Services

Enables social care to continue to operate in a way that ensures that the whole system works effectively, and that core social care services are not undermined. This will be done through the integration agenda, sharing a pooled budget, reconfiguring services and rearranging the workforce.

Our Commitment and Plans to Protect Adult Social Care Services

To mitigate the impact of savings that the council has to find

- Funding for core services which are essential to the whole system, at the same time modernising them
- Working together to find efficiencies that also benefit social care
- Continued joint investment in prevention
- The framework for this the efficiency and investment framework developed and piloted in Merton and no used nationally

Our Definition of Protecting Adult Social Care Services

The following details specific activities which will facilitate the protection of social care services:

- The scheme on prevention, Ageing Well, is one protection element. By adding £80k of funding in 2015/16, the BCF will protect the Ageing Well programme, for which the Council is planning to reduce funding in future years. Outcomes for the programme will be agreed between the BCF partners
- The council will ensure 24 hour access to Domiciliary Care Packages. The council will meet the demand from health sources, offering timely and prompt service in the community as an alternative to hospital admission and on discharge
- LB Merton is planning to achieve efficiency measures where the effect upon capacity of hours delivered will be minimal. The additional funding from BCF will help protect the service and also includes funding for night sits, and the extra demand for visits resulting from successful avoidance of hospital admission
- The New Duties scheme is as per the national guidance whereby the amount is proportional to the nationally announced figure. It is expected to be spent mainly on staff to undertake the additional assessments required
- A scheme is being prepared to expand the council's capacity to arrange care packages during the weekend (8am-5pm) and in the weekday evenings adding a care package from (5pm-8pm). This scheme is also expected to include greater

responsiveness from the MASCOT Telecare service

- The 7-day working proposal is to expand the hours of the community rehabilitation team, which works with people in intermediate care beds in specific nursing homes, and also in people's homes. This will mean that both the health and social care elements of the reactive stream will move to 7 days. This provides the basis for integrating these two services (and others in the reactive stream) on an even footing
- Merton has agreed with host commissioners that it will be involved in contract review meetings and local communications between partner providers to ensure there is a continued focus on Merton despite the fact that it is not a host commissioner for acute trusts

(b) Seven Day Services to Support Discharge

Please provide evidence of strategic commitment to providing seven-day health and social care services across the local health economy at a joint leadership level (Joint Health and Wellbeing Strategy). Please describe your agreed local plans for implementing seven day services in health and social care to support patients being discharged and prevent unnecessary admissions at weekends

Seven Day Services to Support Discharge

Strategic Commitment

Merton already performs in the upper quartile for NEL admissions; therefore to improve performance further, there must be a step-change in the way that services are provided. There is a shared commitment between LB Merton and Merton CCG to reorganise and expand existing services to operate for seven days of the week, and an appreciation of the interdependencies between health and social care services in achieving these aims.

Locally Agreed Plans

Achieving truly integrated seven day services is core to Merton's plans for future services. The approach will see the development of complementary services in health and social care, integrated to provide patients and service users a seamless service as the BCF is fully implemented. To meet this objective a specific pillar of the BCF, as outlined in Section 2c (description of planned changes), will focus on transitioning services to seven-day working; meaning admissions to an acute setting can initially be avoided and discharge is not delayed merely because it is a weekend. Fundamentally the service model will change contractual arrangements with community and social providers will need to change and the ways the community and indeed the primary care workforce will change.

Although Merton currently has a low level of delayed transfers of care, moving to a seven-day model of working offers the opportunity of significant advances in this respect. The seven day working model of care is expected to be fully operational by the end of 2014/15, and the period of implementation will be used to understand emerging levels of integration between services and drive improvements where required. Underpinning the changes is the move to three integrated MDTs organised into geographic localities. Through the BCF, Merton is making considerable investments to support the development of these locality teams, and they will become the vehicle that delivers seamless, integrated and consistent care for seven days.

The role of the Merton Integrated Care Project Board is to provide practical support for the local integration of services. Section 2e described the governance arrangements in relation to the BCF, and included within this is the reporting structure between the different committees and statutory bodies (such as the Merton HWB). Through this representation and reporting, the key points in the Joint Health and Wellbeing Strategy can be met in a practical sense. Our operational subgroup, enabled by the finance and performance, quality and workforce and culture subgroups, will be responsible for further planning, mobilising and delivering our plans for seven-day services. In addition, the integrated care project board, and the executive teams will assess our progress to deliver this, directly against our performance on the national metrics.

Social Care Plans

LB Merton is proposing that social care services undergo a full restructuring to ensure that 'the right staff with the right skills are available in the right place at the right time'. This change will allow for additional capacity to arrange care packages in the evening and on weekends, preventing the historical delays associated with discharging from acute settings Friday through to Sunday. Reorganisation will enable **additional social care staff** to be based at St Helier and St George's, while services such as **intensive home care and night sits** will facilitate timely discharges and receiving individuals with social care needs back into the community over seven-days.

Through making services available for greater periods of the week, social care related additional bed days in hospital can be reduced. In order to aid integration, teams will be structured into three localities, mirroring the organisation of health services. This can be seen in Appendix 4

Health Plans

Merton CCG already commissions some services that operate for seven days, such as **community nursing** (provided by SMCS). Along with this service being expanded, two new seven-day services will be commissioned: **community rehabilitation** and **intermediate beds** located within nursing homes. The later service will be offered to patients with a high potential to return to their home after a short spell of intermediate care to rehabilitate intensively to an acceptable level of functioning in the home environment.

The aim of these services is that acute trusts will experience no difference when discharging patients no matter what day of the week it is. Services such as intensive rehabilitation in people's homes and additional rehabilitation in intermediate settings will facilitate timely discharge from the acute setting. Expanding community nursing keeps people in their homes for longer, avoiding potential emergency admissions where there is no other alternative.

(c) Data Sharing

Please confirm that you are using the NHS Number as the primary identifier for correspondence across all health and care services.

Using the NHS Number

NHS commissioned services are using the NHS number as the primary identifier for correspondence. Primary care, through contract changes effective from 1st April 2014, will also use the NHS number to communicate with other services.

Local Authorities do not currently use the NHS Number as the primary identifier for correspondence across all health and care services but have plans in place to do so. It is a requirement for the revised or replacement social care information system which is currently out to tender.

In the interim, LB Merton will increase the number of NHS numbers recorded within our system and ensure that all outputs and reports have both the NHS number and the Carefirst Number automatically uploaded. A complimentary training process for IG will accompany this change.

The reason that local authority workers cannot use the NHS number as the primary identifier at present is twofold:

1. 97.5% compliance has not been achieved in terms of NHS numbers in our Carefirst system
2. The Social Care database Carefirst is not capable of allowing both the Carefirst number and the NHS number to be used in conjunction. Currently the system will only accept one primary identifier.

If you are not currently using the NHS Number as primary identifier for correspondence please confirm your commitment that this will be in place and by when.

Our Data Sharing Commitment

Local Authorities are in the process of procuring a system with the CSU that will allow LA workers to accept both the NHS number and Carefirst number. We hope to have completed full system implementation within 2 years.

Implementing Data Sharing To Date

The following work to date has been completed on implementing the NHS number as the primary identifier:

- An upload of NHS numbers was provided by the NHS Personal Demographics Service (PDS) through their batch trace service in the later part of 2013. This produced a matching of around 75% of our current customers and these NHS numbers have been uploaded to Carefirst
- CSU access to the Patient (PDS) will be required to find missing NHS numbers (as not all will be captured by the batch trace process). The CSU are currently liaising with Enfield, who has become a Registration Authority, about the possibility of

accessing PDS through them, in line with information governance duties

- The NHS number has also been added as a field on the Initial Contact forms designed to accommodate the new Adult Social Care Collections (Zero Based Review – ZBR); which will go live in April 2014

Future Plans to mobilise data sharing

The Action Plan going forward includes the following to be completed by December 2014:

- The next stage is to do one more batch upload to try and match more customers through a more detailed listing of first names and surnames separately. Once this second upload is complete we hope the figure will increase to at least 80%
- They then need to gain access to the PDS directly through either an NHS organisation or through another borough that has Registration Authority (Enfield) to allow staff to look up NHS numbers for new customers where NHS number is not known. Once access to the PDS has been agreed they will need to set up identified staff with the smart cards that will allow access

As part of the ongoing process for keeping the NHS numbers up to date they will run regular reports that will identify missing NHS numbers. These reports will be circulated to the relevant managers for action as part of our regular data quality monthly reporting. They will also consider developing an NHS number for completeness performance indicator

Please confirm that you are committed to adopting systems that are based upon Open APIs (Application Programming Interface) and Open Standards (i.e. Secure email standards, interoperability standards (ITK)).

Our Commitment to APIs and Open Standards

The following organisations are committed to adopting systems that are based upon Open APIs (Application Programming Interface) and Open Standards (i.e. secure email standards, interoperability standards (ITK)):

- Merton Council
- Merton Clinical Commissioning Group
- Sutton and Merton Community Services (part of The Royal Marsden NHS Foundation Trust)
- St George's Healthcare NHS Trust
- Epsom and St Helier University Hospitals NHS Trust
- Kingston Hospital NHS Foundation Trust
- South West London and St George's Mental Health NHS Trust

Systems with API Capabilities

LBM and Merton CCG recognise that interoperability between different systems is essential to delivering integrated health and social care systems and the partners are committed to pursuing an information architecture that is built on open application programming interfaces (APIs). An initial list of systems holding relevant data has been compiled by the SLCSU working on behalf of the SW London CCGs and Boroughs.

The systems currently in use which have open API capabilities include:

- Staffplan (Homecare Roster) – LB Sutton
- Teleconfirmation (Server) – LB Sutton
- SPOCC – LB Sutton
- CareFirst – (integration can be achieved with CareConnect, the OLM API tool) – Merton
- EMIS Web – Sutton, Merton & Croydon CCGs

Vision - Sutton, Merton & Croydon CCGs

Systems with Open Standards

The systems with Open Standards include:

NHS Mail is widely used across our partnered NHS organisations, supported by N3 Connectivity, for the secure transmission of patient confidential data, and the Local Authorities that we intend to share data with have implemented third party email gateway security solutions such as Proof Point operated at LB Merton.

Please confirm that you are committed to ensuring that the appropriate IG Controls will be in place. These will need to cover NHS Standard Contract requirements, IG Toolkit requirements, professional clinical practice and in particular requirements set out in Caldicott 2.

Our Commitment to IG Controls

The following organisations are committed to ensuring that the appropriate Information Governance Controls will be in place.

- Merton Council
- Merton Clinical Commissioning Group
- Sutton and Merton Community Services (part of The Royal Marsden NHS Foundation Trust)
- St George's Healthcare NHS Trust
- Epsom and St Helier University Hospitals NHS Trust
- Kingston Hospital NHS Foundation Trust
- South West London and St George's Mental Health NHS Trust

We are committed to ensuring that appropriate IG controls will be in place. We are committed to obtaining and maintaining a minimum of level two on all IG Toolkit requirements. We are committed to upholding the values of Caldicott 2, and to fulfilling our duty to share.

- The confidentiality of service user information will be respected
- The duty to share will be met in order to ensure that members of the care team have access the data that is necessary for the delivery of safe and effective care
- Information that is shared for indirect care purposes should be anonymised.

- The rights of service users to object to their data being shared will be respected
- We have designed our organisational structure in such a way to give sufficient precedence and priority to information governance, through the IT and data sharing group.

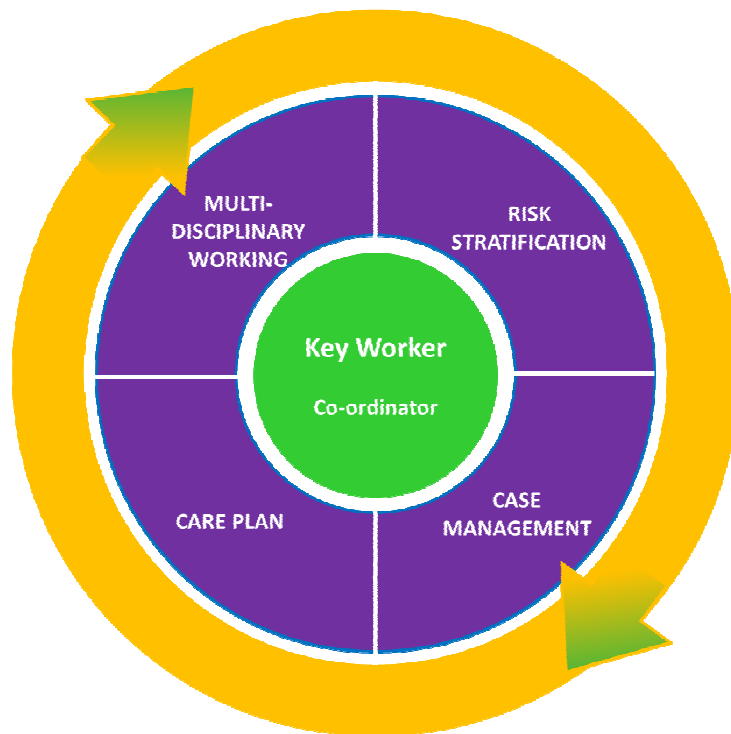
(d) Joint Assessment and Lead Accountable Professional

Please confirm that local people at high risk of hospital admission have an agreed accountable lead professional and that health and social care use a joint process to assess risk, plan care and allocate a lead professional. Please specify what proportion of the adult population are identified as at high risk of hospital admission, what approach to risk stratification you have used to identify them, and what proportion of individuals at risk have a joint care plan and accountable professional.

Multi-Disciplinary Working, Risk Stratification and Case Management

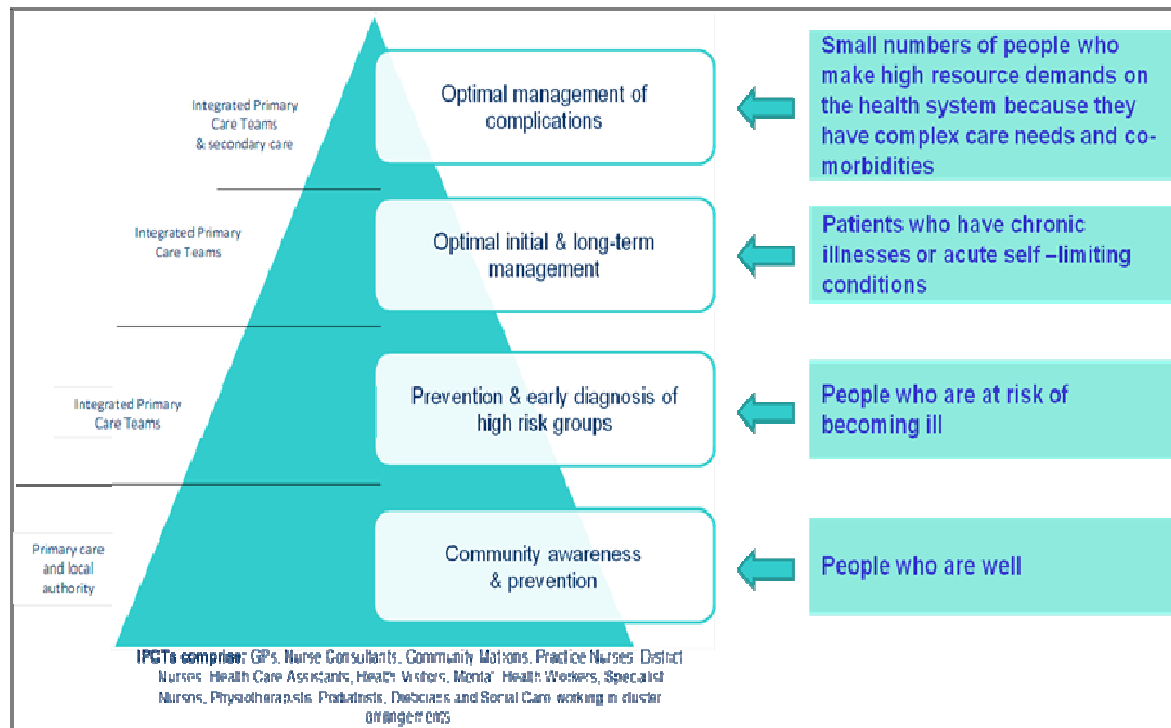
The following four component activities with the central professional, the key worker; who acts as the accountable lead professional; is the mainstay of the principle of our out-of-hospital strategy, the expansion of our community-based service model and development of inter-relationships between community services, social care services and primary care.

Figure 5: The key activities and central professional underpinning integrated working



All our 25 GP practices in Merton are already undertaking risk-stratification profiling (through engagement with Merton CCG) to identify patients at high risk of (a) deterioration and subsequent escalation in the community; potential to spend in acute care (b) patients who are frequent attenders in acute services (emergency admissions); already a spend in acute care. The software installed is ACG SOLLIS (appendix 5) and practices have been trained in using this to identify the high risk cohort of the population. Initially, practices and leading GPs were guided to identify patients who were aged 75 years or older with 2 or more long term conditions. This yielded approximately 300 patients per practice on average, a total of 7,500 patients across the population, but with a potential skew towards West Merton where an older cohort of the population reside. This total number was considered surprising, and commissioners reviewed the value of this narrow risk profiling, by reflecting on the Kaiser triangle:

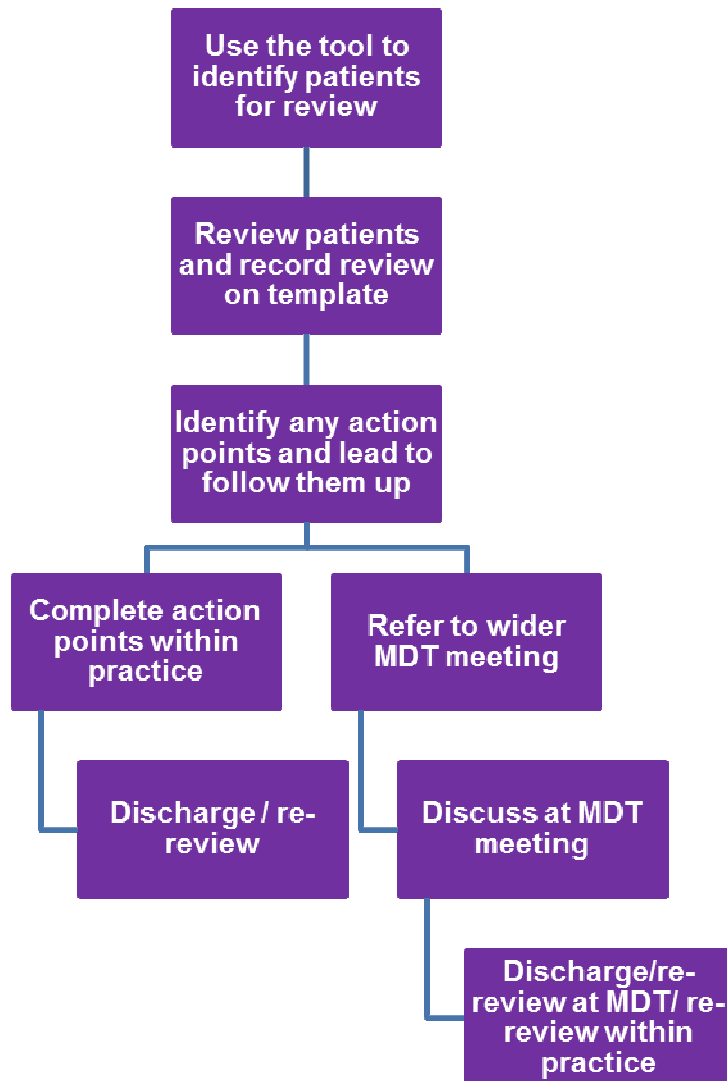
Figure 6: Kaiser' Triangle indicating high resource and spend to volumes of population



Commissioners and clinicians have therefore since decided that a less narrow profiling of the population is required, in order to identify a larger volume of the population, and thus more potential for health gain and reduction in spend. Therefore GP practices are now profiling all patients with 2 or more chronic conditions or dementia in patients aged 18 years and above. This is expected to yield a higher volume of patients with a high and/or complex health need. This is likely to reduce the variation as a result of age and geography, now including younger patients in East Merton, who have a significantly lower life expectancy than those in West Merton.

GP practices and GP leads in Merton are using the risk stratification profiling as per the following flow chart, linking in with multi-disciplinary teams:

Figure 7: GP Risk Stratification, as used in Merton



Virtual case management will form the core activity of multi-disciplinary meetings where primary care and community clinicians, alongside social care professionals will review ways in which to deliver care to patients, and jointly agree action plans. A key worker, with an appropriate professional background will be assigned and ultimately be responsible for co-ordinating the care of the individual and providing first-line support to the person and carer in terms of communication, initially assessing ongoing need, developing expectations of care and reflecting this in their care plan. The key worker will also be responsible for communicating progress or further need back to appropriate professionals, including clinicians who need to be connected in with ongoing actions, as well as to the wider MDT team. Ideally this will take place through a shared record system, using the NHS number as a unique primary identifier, and through the appropriate channels in relation to the level urgency (telephone, email, meetings etc.). The latter data sharing component of this way of working is expected to take longer to achieve (as discussed in section 3.c).

4. RISKS

Please provide details of the most important risks and your plans to mitigate them. This should include risks associated with the impact on NHS service providers.

Approach to Risk Management

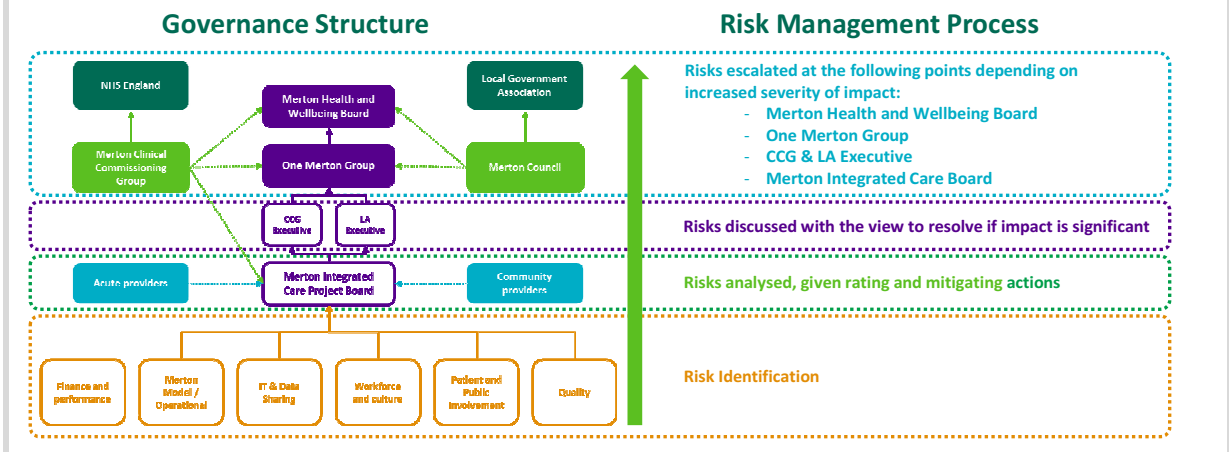
The risk management approach to developing an integrated system has been developed jointly with all key stakeholders. Risks have been identified, discussed and tracked on a continuous and frequent basis throughout the project, through the ICPB. The risk register has been developed in partnership by Merton CCG and LB Merton, with an understanding that the risks and associated impacts are shared between both parties and that there is a requirement to balance those risks on both sides, as well as maintain current services as planned and maintain statutory responsibilities.

Risks were identified around reputation, service capacity, protection of adult social care, financial sustainability and financial risks related to performance including consideration of contractual arrangements.

Risks are recognised and defined through the project workstreams.

Each risk is discussed and analysed through the Merton Integrated Project Board so that all parties have a clear understanding of the risk likelihood and potential impact(s) on the overall programme. Risk meetings are to be held on a frequent basis with flexibility to increase that frequency should the need arise. Mitigating actions are developed for each risk and are tracked on an ongoing basis. Contingency planning has been built into the financial models and the governance structure has been designed in such a way that allows full visibility of risks to all parties and a tiered escalation route via the Merton Integrated Care Project Board, LA and CCG Executive teams and the Health and Well Being Board should an issue arise.

Figure 8: High level risk management escalation process against governance structure



Risk Register

The following risk register has been developed, reviewed and finalised by all key stakeholders. These risks are reviewed on an ongoing basis and will continue to be tracked and managed throughout the duration of the programme.

Risk	Rating	Mitigating Action
The BCF fails to deliver forecast shifts to activity in 2015/16, driving financial pressures in commissioners and providers.	Medium	Robust project management including a separate work stream focused solely on Finance and Performance. CCG is negotiating clearly with acute providers to ensure that there are robustly modelled plans. All providers are assuring CCG QIPP plans
Shifting of resources towards community providers destabilizes one (or more) acute providers due to the cumulative impact of multiple BCF plans across the area	High	Impact will be monitored through SWL Collaborative Commissioning and overall 5 year strategic plan
Introduction of Care Bill results in a significant increase in the cost of provision of care from 2016 onwards and impacts on current planning	High	There is some central government funding proposed for this but it is still unclear as to whether all of it is within the BCF. Local system will keep impact and costs under review. DH has promised that under New Burdens deal that all new duties will be fully funded so primary mitigation is to hold government to this promise. Secondary mitigation to tailor services to resources.
Complexity of measuring success of individual initiatives leading to an impact on the pay by performance element of the BCF	High	Each scheme is being measured to an aggregate level to ensure appropriate savings can be attributed to each scheme
Failure to deliver data sharing project between health and social care undermines integrated service delivery	Medium	Separate work stream solely focused on this work stream with commitment from all partner organisations for this to happen
Tension arises between partners on the definition of 'protection for social services with a health impact'	Medium	Local definition of protection of social services. Regular meetings of senior teams in CCG and council, led and attended by CCG Chief Officer and council Director of Community and Housing. All schemes in plan fully debated and understood. Transparency over financial plans on both sides including savings. Shared performance metrics so impact of schemes and performance of whole system can be monitored

Risk	Rating	Mitigating Action
Existing programmes, such as QIPP and social care efficiency programmes, lead to 'double-counting' of savings	Medium	All schemes have been reviewed to ensure that the data sets used triangulate with each scheme to ensure that there is no double counting. The finance and performance group will also monitor these schemes on a monthly basis. Additional scrutiny will take place by an external agency on QIPP/BCF assurance
Merton is not a host commissioner of an acute provider	Low	Merton CCG have strong working relationship with all lead commissioners for the local acute trusts. All current plans are shared and it is expected that the Integrated Care Project Board monitor progress on a monthly basis
Scheme(s) deliver less than 70% of performance resulting in recovery plans being implemented and control over schemes is ceded to NHS England	Medium	A realistic savings target has been applied to the BCF and as such this means that there is system confidence that the scheme can be delivered
Increasing demand on services (through demographic factors such as an ageing population as well as increased service expectation) means that targets cannot be met	High	All schemes have been reviewed to ensure that the data sets that are being used to triangulate with each scheme to ensure that there is no double counting. The finance and performance group will also monitor these schemes on a monthly basis where all providers are present
Existing good performance in Merton (i.e. in upper quartile performance of non-elective admissions) makes achieving further performance improvement, and accessing associated funding, more difficult	High	A realistic savings target has been applied to the BCF and as such this means that there is system confidence that the scheme can be delivered. In addition all schemes have been clinically endorsed by the Clinical Reference Group within the CCG
Sutton and Merton Community Services contract has only been renewed for one year therefore impetus for long-term changes in way of working may be lacking	Medium	The provider is expected to meet the terms of its contract and this is measured robustly on a monthly basis. The provider is expected to want to work closely with the plans to ensure it is in a commercially strong position in preparation for retendering. The provider is a member of the Integrated Care Project Board and will be held to account in that forum

Risk	Rating	Mitigating Action
Health and social care working practice may not change as rapidly as required by QIPP/BCF plans	Medium	There is a separate workforce and culture work stream as part of this project and will address this issue - including training and development
The BCF is a new policy change requiring new ways of working between stakeholders (i.e. LAs, CCGs and HWBs) which could require support to develop, and culture may not change sufficiently or fast enough to deliver plans	Medium	The Merton Health and Social Care economy has a long term history of integrated working and it has delivered significant improvements in mental health, learning disabilities and children's service. The Health and Well Being Board, One Merton Group, Integrated Care Project Board are well established, have excellent attendance and working relationships are strong. Leadership and teams are committed to integration as are members of the CCG. Training and development is part of the enablers to deliver the plan.

The risk register will be kept as a live document between Merton CCG and LB Merton and regularly updated and presented, as part of the governance activities.

Appendix 1: 'Engage Merton' Event Summary

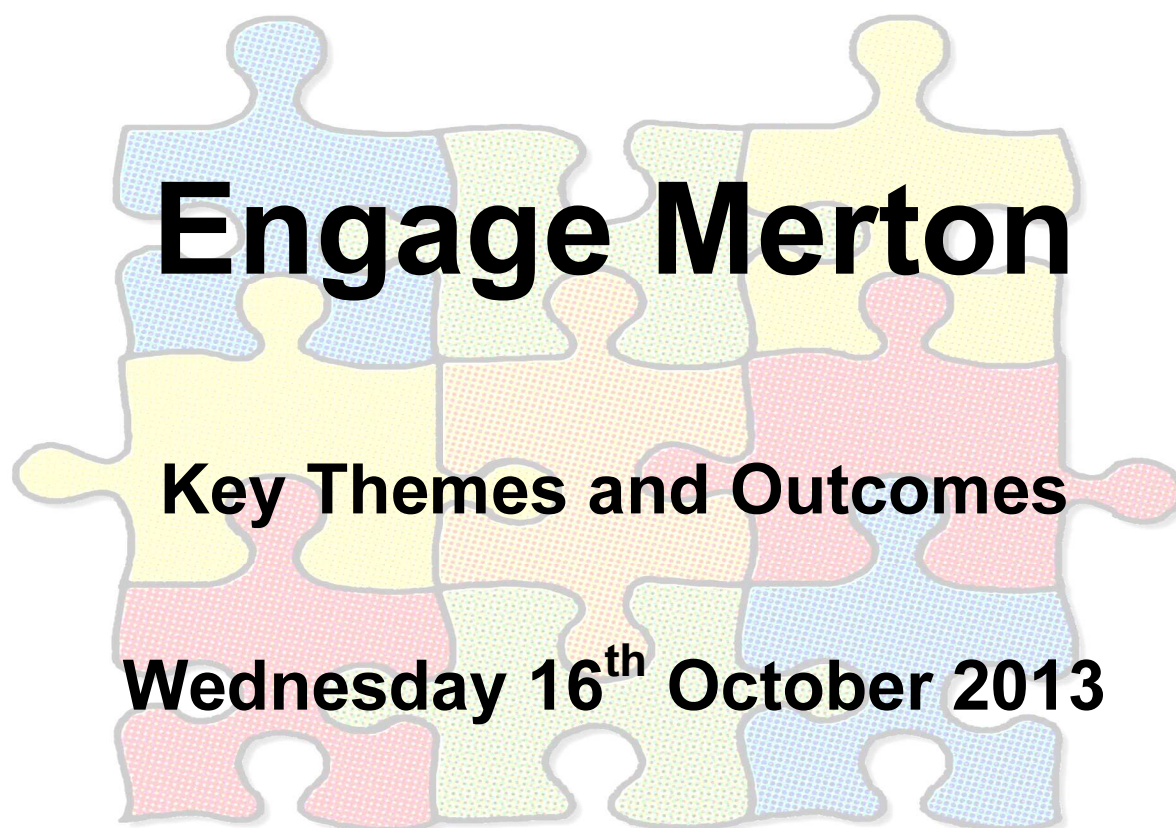


right care
right place
right time
right outcome



Merton

Clinical Commissioning Group



Engage Merton

Key Themes and Outcomes

Wednesday 16th October 2013

Author: Clare Lowrie-Kanaka, November 2013

Introduction

On October 16th 2013, Merton Clinical Commissioning Group (CCG) ran the Engage Merton event in partnership with Healthwatch Merton. Patients, members of the public, service users, carers, clinicians and other stakeholders were involved in discussions about the commissioning intentions for 2014-15 and the engagement strategy and implementation plan for 2013-15.

The aim of the event was to communicate and discuss Merton CCGs proposed commissioning intentions, the engagement strategy and its implementation. To listen to the views and suggestions of those who attended, to enable the CCG to build personalised health services that reflect the diversity of individuals and of the local community.

The findings from the event have enabled us to set priorities, form commissioning plans for 2014-15 and an engagement implementation plan for 2013-15. This report summarises the views received during and after the event, highlights key themes, the actions taken by Merton CCG and outcomes to date.

Who is Merton Clinical Commissioning Group?

Merton Clinical Commissioning Group is responsible for commissioning or 'buying' healthcare services for the people who live or work in the borough.



It has been set up as part of new NHS reforms designed to give patients more power and choice, access to higher quality healthcare, and gives frontline professionals greater freedom and a stronger leadership role in their communities.

Our group of 26 GP practices work together with our partners in the local NHS - pharmacists, dentists, hospitals and mental health providers, Merton Council and local community groups, to improve health and wellbeing, reduce health inequalities and ensure everyone has equal access to healthcare services.

Who is Healthwatch Merton?



Healthwatch Merton is the new independent consumer champion created to gather and represent the views of the public. Healthwatch Merton plays a role at both a national and local level, and will make sure that the views of the public and people who use local services are taken into account.

Merton Council awarded the Healthwatch Merton contract to Merton Voluntary Sector Council because of its excellent knowledge of the borough, and its commitment to engaging on a daily basis with its diverse communities.

What Took Place?

Individuals took part in an all day event. The morning started with an introduction to Merton CCG, given by Eleanor Brown, Merton CCG Chief Officer. Followed by a presentation on the draft Commissioning Intentions for 2014/15 from Adam Doyle, Merton CCG Director of Commissioning and a presentation on Communications and Engagement, from Jenny Kay, Merton CCG Director of Quality. After each presentation, participants were given the opportunity to share their views and make suggestion for improvement.

After lunch, participants had the opportunity to take part in two of the following workshops:

- Merton CCG Question Time
- Patient Participation Groups
- Patient Experience: How do we respond to Equalities?

Who Took Part?

57 participants from outside the organisation took part in the event, 19 individuals from within Merton CCG and the Commissioning Support Unit supported the day's events and workshops.

There was representation from:

- Local Council representatives
- Hospital and Community Trusts
- Faith groups and organisations
- Disability groups and organisations
- Patients and the public
- Mental Health groups and organisations
- Black and Minority Ethnic groups and organisations
- Carers groups and organisations
- Older people groups and organisations
- Children, Young People and Families groups and organisations
- Community and voluntary groups and organisations

You Said

These are the key themes only. For a full breakdown on what participants said throughout the day, please see appendix 1.

About the event:

Using the event feedback forms, participants told us:

- 94% said they would recommend a similar event to a friend or colleague
- 58% said they now have a good understanding of Merton CCG's commissioning intentions, 35% said they were not sure
- 78% said staff had adequate knowledge of the subject and I found the presentation easy to understand, 11% said they were not sure
- 83% said they had a chance to get my voice heard and add to the discussions, 17% said they were not sure

About Commissioning Intentions:

About Engagement Strategy:

The following questions were asked of participants, discussions were supported by table facilitators.

How can we - Listen to the People of Merton?

- Use Healthwatch as an access point for listening
- Use other local resources such as existing groups and organisations
- Run more listens events and health days
- Gather information using
 - Annual survey
 - Telephone contact
 - Focus groups
 - Use touch screen
 - Online tools
 - Offer alternatives to online

How can we - Hear carers' views and support them?

- Improve communication with Voluntary Council Sector
- Use existing mechanisms i.e. Carers Merton, Cross Roads, respite services
- Carers to be identified by GPs, keep register of carers – flu jab/annual health check, flag up health needs on assessments
- Training and awareness on carers' issues for Healthcare professionals
- Better promotion of carers' entitlements and services
- Young carers – online campaign/social media/competitions through Carers Merton

Who are 'seldom heard groups'?

- Polish and Eastern Europeans
- Groups that find it harder to communicate, e.g.
 - Dementia/MH/learning
 - People who don't have internet access
 - Older people or people on very low income
 - Younger people, e.g. school nursing, counsellors
 - Homeless
 - Housing Associations
 - Ethnic and faith groups
 - Frail, isolated, housebound, living alone
 - Care homes/sheltered residents
 - Travellers
 - Children & young people
 - Carers
 - Young professionals
 - Sensory & physical impairment
 - Learning difficulties
 - English not first or any language

How do we - Engage with seldom heard groups?

- Work closely with existing voluntary or support workers/groups with a voice for these groups i.e. residence associations, housing associations, tenant participation groups, Merton Priory homes, Merton neighbourhood partnership meeting run Merton Priory homes, including children & young people
- Partnership/joint appointment with voluntary and support groups
- Information sharing and knowledge of voluntary groups – directory – linking to web site searchable
- How do we - Mobilise the patients in our GP practices?
- Make Patient Participation Groups work
- Practices to advertise opportunities
- Discuss strategy for good agendas/train chairs/consider grouping practices
- Use the "wait" in GP practices, invest in waiting room technology
- Target specific messages at certain times
- Range of media i.e. internet, text, newsletters, social media, press, council offices, community (services)

How do we - Add value to existing structures and systems?

- The CCG needs to listen well to each element of the structure and systems
- As a result of this, they then need to foster collaboration, not competition
- They will then facilitate the right information for seamless care for patients
- Effective information sharing across agencies not just public sector (with consent)
- Clear access and signposting through the systems for all (professionals, services users, families)
- Information and advice for patients

About Patient Participation Groups:

31 participants attended 2 one hour workshops. During the workshop, participants were asked the following questions relating to setting up, and strengthening patient participation groups.

What support would PPGs / PPG members want now and in the future?

- Support/guidance on recruiting members that are representative of the practice population
- PPG Members given training on, and support with
 - Clarification of roles
 - How to hear patients
 - Confidence building
 - Delivering presentations
 - Talking in public
 - Writing questionnaires and surveys
 - Producing newsletters and promotion materials

How can PPGs support their GP Practice now and in the future?

- Feedback on patients experience to Practice Managers – act as face of the patient
- Help with patient surveys and questionnaires
- Promote the PPG within the practice and at local events
- Hold a contact day
- Health promotion day on specific conditions i.e. diabetes, COPD
- Sign post local services
 - Within the Practice i.e. flu jabs, health MOTs
 - Local Pharmacy

- Out of hours
- Walk-in Centres
- Community Services

Other thoughts and feelings from the workshops

- PPGs should have a budget to do specific pieces of work
- Need support from Practice staff to develop PPGs
- Would like GP practices understanding the benefits they don't have the time to support them. don't know what to do with them and don't see them as a positive resource

About Patient Experience:

Two fictional scenarios were acted out in front of the audience, and through coaching and feedback the participants supported the actors to have more constructive and meaningful interactions. The scenes were based around:

- A refugee attempting to newly register at a GP practice.
- A patient with past alcohol and drug addiction going for an ante-natal appointment.

Key Themes:

- Equalities awareness training should be undertaken by all health professionals, clinical and managerial.
- Support in the community - we must be better informed about what services are available in the voluntary and community sector and signpost appropriately.
- Prejudice - everyone has them, but how these are handled and kept in check when dealing with each other is very important.
- Thinking about what different people need, and altering your approach to fit and suit individual needs.
- Terminology - staying away from medical terms and acronyms and using simple English to enable better communication, especially if it is not someone's first language, they are hard of hearing etc.

We Did

Commissioning Intentions

Message from Adam Doyle: 'I found the event a really helpful experience and am hugely appreciative of the number of people who gave their time to tell us about how the services we commission could be improved. From the feedback given, we have revised our commissioning intentions to include:

- Carers and young carers will be more involved in how we design and shape our services
- When planning and reviewing services, we will look at physical and mental health together
- We have incorporated services for younger older adults
- We need to stretch ourselves further in relation to children with complex needs

Feedback from the Engage Merton event has allowed us to enhance the finished product. Documents can be found at www.mertonccg.nhs.uk

Communications and Engagement

MCCG draft Engagement and Communication Strategy builds on the original Patient Engagement and Communication Strategy agreed by the shadow MCCG Governing Body in November 2012.

The draft Strategy outlines how MCCG communicates and engages with its many audiences or stakeholders, sets out our objectives, guiding principles and key areas of communication and engagement activities we need to focus on to be an effective and responsive organisation. The Implementation Plan outlines the action required to achieve the objectives set out in the Strategy.

Both documents take into account the experience during the first six months of MCCG and draw on feedback from the 'Engage Merton' event and other stakeholder events. Further comments on the draft documents will be accepted up to 31st December. Documents can be found at www.mertonccg.nhs.uk

Conclusion

Merton CCG will continue to use the finding from this event to inform and influence local services. Findings will be shared with internal and external colleagues and made available on our website www.mertonccg.nhs.uk

Merton CCG would like to extend their gratitude and say thank you to everyone who took part in this engagement activity. We hope you will join us in 2014 for the next Engage Merton event.

Appendix 2: Urgent Care QIPP Scheme 2014 - 2016

The Urgent Care QIPP Scheme aims to redesign pathways within the Merton area in order to improve the quality and efficiency of urgent care systems.

The two main areas seek to proactively manage vulnerable patients and develop reactive pathways to crises in order to avoid unnecessary hospital admissions and keep patients well in the community.

This will be delivered over the next 2 years in a staged approach, with several work streams combining towards this common aim.

Expansion of CPAT

This builds on the existing CPAT pilot, expanding skills, competencies and remit of the existing MDT team. They currently provide rapid holistic assessments of patients over 18 deemed to be at risk of a hospital admission. The aim is to extend their working hours, introduce medical input and increase support in nursing homes.

Work with St George's Hospital (SGH)

SGH delivers majority of patient activity for Merton area and areas of inefficiency identified which are to be addressed:

- **Management of Admissions and Timely planning of transfers of care/discharges** – Clarify pathways to identify if alternatives exist and stream line discharge planning.
- **ED/Community Interface at SGH – Redesign STAR Team, Interface Geriatrician and New OPARS (HARI) model** - Propose a redesign of the STAR team to incorporate Medical (in the form of a consultant Interface Geriatrician) and Social Care input to support prevention of unnecessary admission and offer rapid holistic assessments to patients who present unwell to the ED.

Interface Geriatrician

Interface Geriatrician working across the ED and into the community within the new HARI (Holistic Assessment and Rapid Investigation) service. This service aims to deliver a community-based rapid holistic assessment including diagnostics via an MDT. Team to include Social care, Nursing, Therapy, Memory Assessment as well as the Consultant Geriatrician, and would have close links with the Voluntary Sector. The Service will be located at the Nelson redevelopment from 2015 (with an interim form from October 2014) and will aim to liaise closely with CPAT and other Community and Primary Care teams.

Review of Intermediate Care Beds

Review of existing Intermediate Care Systems, including beds jointly commissioned currently with Sutton CCG. Aim to redesign Intermediate care model to ensure efficiency and seamless merging with other Urgent Care services and models of care.

Locality Based Multi-Disciplinary Teams (Merton wide)

Aim to improve integrated working to facilitate proactive planning for patients and ensuring rapid access to reablement /rehab and social care to support CPAT / STAR/ HARI in preventing unnecessary admissions. Development of Key workers to co-ordinate care for patients at risk of hospital admission.

Appendix 3: Merton Integrated Care Project Board Terms of Reference

Project Board – Terms of Reference

1. Introduction

The Merton Integrated Care Project will develop integrated care across health and social care in Merton, focusing on older people, with the specific outcomes to achieve:

- Reduction in non elective admissions (or a reduction in the rate of growth in admissions) to the three Acute Trusts serving Merton
- Reduction in lengths of stay in these three hospitals, subject to the financials being made to work so that funds can be used for community alternatives
- Reduction in admissions to residential care or nursing homes
- Increase in patient and carer satisfaction

The project is a partnership including:

- Merton Clinical Commissioning Group
- Merton Council
- Sutton and Merton Community Services (part of The Royal Marsden NHS Foundation Trust)
- St George's Healthcare NHS Trust
- Epsom and St Helier University Hospitals NHS Trust
- Kingston Hospital NHS Foundation Trust
- South West London and St George's Mental Health NHS Trust
- Voluntary and community organisations, with involvement of Merton Voluntary Service Council
- Patients, service users and carers, with involvement of Healthwatch Merton

2. Authority

The Merton Integrated Care Project Board takes its authority from the Merton Health and Wellbeing Board, and reports to it via the One Merton Group.

3. Responsibilities

- 3.1. Oversees the development and introduction of the "Merton Model" of integrated health and social care.
- 3.2. Ensures that the style of the project appropriately blends a learning, evolving, exploratory approach which builds on well-functioning aspects of the current system, with a structured project management approach to delivering agreed changes.
- 3.3. Ensures that the project continues actively to involve users and carers, staff, professionals and managers.
- 3.4. Supports the development, implementation and performance management of the Better Care Fund
- 3.5. Ensures that no organisation should be a major gainer or loser in financial terms from integration.
- 3.6. Ensures the development of a Project Plan with clear milestones and ambitious timescales

- 3.7. Monitors progress against the project plan, receiving highlight reports from the Project Director and the project groups.
- 3.8. Monitors progress of key elements of performance of integrated care, with a dashboard of measures, and initiate action amongst the partners where necessary.
- 3.9. Agrees the range of outcomes expected from each part of the plan assuring their quality.
- 3.10. Advises on and manages high level risks
- 3.11. Manages and resolves issues that are identified and escalated.
- 3.12. Maintains a focus on managing relationships to ensure effective delivery of improved outcomes for patients.

4. Membership

Name	Role
Simon Williams	Director of Community and Housing, Merton Council
Eleanor Brown	Chief Officer, Merton CCG
Dan Burningham	Director of Strategy, South West London & St. George's Mental Health Trust
David Grantham	Director of Workforce and Organisational Development, Kingston Hospital Foundation Trust
Maggie Gairdner	Director, The Royal Marsden NHS Foundation Trust
Janet Samuel	Head of Clinical Programmes, Epsom & St. Helier Hospital NHS Trust
Paul Alford	Divisional Chair for Community Services, St. George's Healthcare NHS Trust
Trudi Kemp	Director of Strategy, St George's Healthcare NHS Trust

Attendees will attend in particular to the Project Director at the discretion of the Chair.

5. Administrative Support

Minutes Administrative support to commissioners
 Distribution & Dates Jacqui Phelps, Executive Assistant, Merton Council

6. Quorum

One executive member from Merton Council, one executive from Merton Clinical Commissioning Group, and two provider trust executive members.

7. Frequency

Monthly

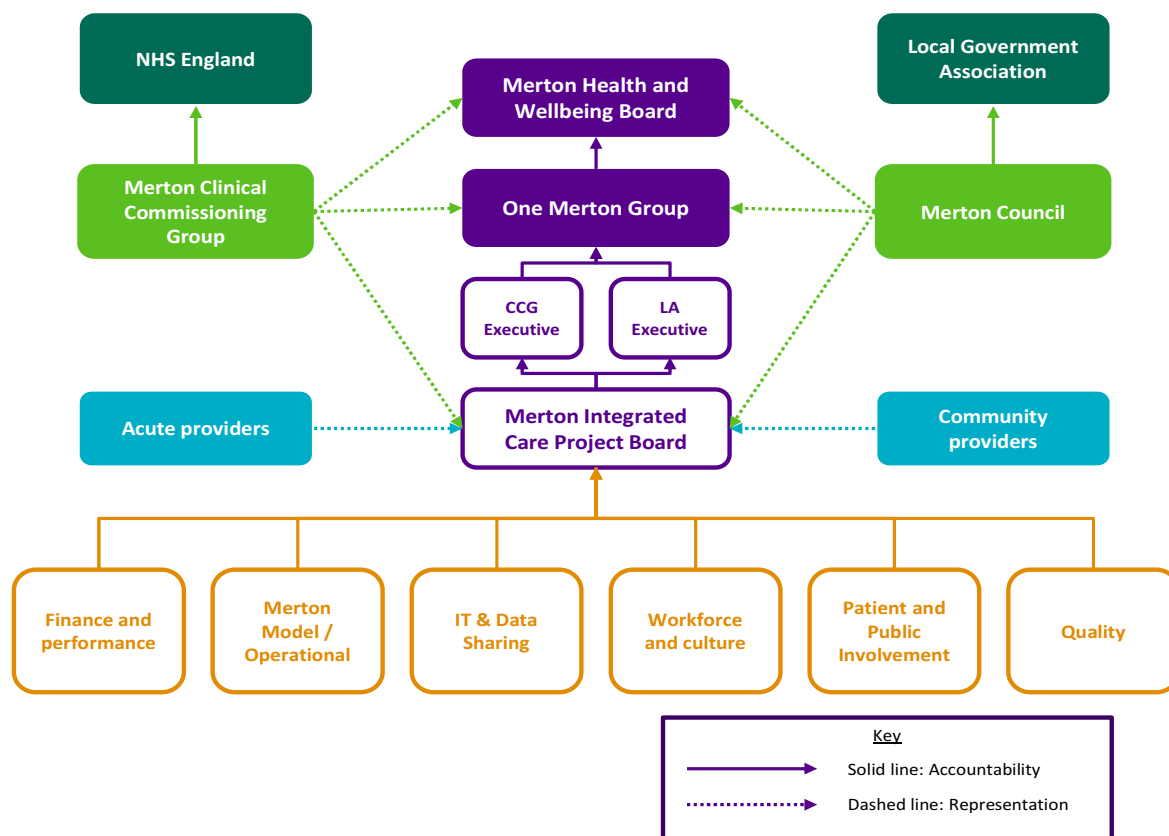
8. Governance

The Project Board will report to the Health and Wellbeing Board, via the One Merton Group and individual members to their respective organisations. Appendix 1 shows the governance arrangements.

Minutes and action log from this Project Board will be circulated to the chairs of each project group.

9. Review

These terms of reference will be reviewed in October 2014.



February 2014

Appendix 4: Seven-Day Working Initial Thoughts

7-Day Working, London Borough of Merton Initial Thoughts – Early Draft

The Merton approach to 7-day working has been divided into two separate work streams, which are:

1. The Reactive stream, which is based around the current hospital discharge and Reablement Service to facilitate a rapid and timely response. The aim of the reactive stream is to prevent both social and medical admissions to hospital, attendance at A&E, and to facilitate an earlier discharge through the provision of intensive home care and night sits.
2. The proactive stream will focus on providing an enhanced social work service at St Helier's Hospital and St George's Hospital. The service will operate from hospital sites to Merton residents. It will prevent Merton residents unnecessarily being admitted onto an inpatient hospital ward, and will also enable them to be safely supported to return home with an appropriate package of care, avoiding reliance on institutional care (hospital or care home) wherever possible.

The amount of social work presence in St Helier's and St Georges will be increased. If there are difficulties with planned discharges, the social worker will do everything possible to resolve these so that discharge is not prevented or delayed.

3. The Reactive Stream

To meet the aims and objectives of the 7-day working programme and NHS England the in-house Service needs to be fully restructured to ensure the right staff, with the right skills is in the right place at the right time. This restructure will include internal Carers, Senior Carers, Social Workers, Assistant Care Managers, Occupational Therapists, Assistant Occupational Therapists and back office staff such as Admin and Care Organisers. The service will be restructured into three geographical patches to comply with the three new health localities and enhance integration opportunities.

To ensure the 7-day working meets the needs of the customers, it is essential that the interdependencies are recognised and addressed. For the London Borough of Merton there are interdependencies at both ends of the process.

3.1 Interdependencies

Pre-referral – Merton are dependent on health colleagues working 7-days per week to make the referrals into the service. This includes GP's, Community nurses and therapists, Hospital Discharge Coordinators and Consultants. If these groups are not working, referrals on the weekends and out of peak hours will not be possible.

- ### **3.2 Post-referral**
- Following the interventions of the Merton Hospital Discharge and Reablement Service, any case requiring on-going long term support is transferred via the in-house Brokerage Service to an independent sector agency domiciliary care provider. Again for 7-day working to be achieved there must be a weekend and out of hours Brokerage Service and independent sector agencies will need to

extend their hours for taking referrals and setting up care as both services currently work the core 9-5 Monday to Friday hours.

3.3 Additional Resources required

Out of Hours Brokerage Officers to source and set up care packages
Occupational Therapists to implement reablement programmes and techniques and/or provide equipment, minor adaptations and Telecare prior to service packages and /or admissions to residential/nursing or hospital beds.
Out of hours admin support to update the data base on a real time basis.
Additional carers to provide short term intensive home care and night sits
Mobile Response Officer to provide back up and immediate installation of telecare monitoring system

3.4 Additional Training requirements

- All senior Carers to be trained to 'Trusted Assessor' Status
- All carers to receive training in 'Reablement' processes and techniques
- All carers to receive training in basic nursing observations and pressure care awareness.

3.5 Processes

All processes to be reviewed to:

- Eradicate any duplication/overlap internally or with health colleagues.
- Facilitate better use of the independent sector capacity and skills
- Facilitate better use of the third sector specialisms

3.6 Metrics

- i. Number of referrals for prevention of attendance, including night sit provision
- ii. Number of referrals for prevention of attendance, excluding night sit provision
- iii. Numbers of referrals for prevention of admission, including night sit provision.
- iv. Numbers of referrals for prevention of admission, excluding night sit provision
- v. Number of referrals for prevention of re-admission including night sit provision
- vi. Number of referrals for prevention of re-admission excluding night sit provision
- vii. Number of referrals for earlier planned discharge, including night sit provision
- viii. Number of referrals for restarts, including night sit provision
- ix. Number of referrals rejected by the service broken down into the following categories
 - Inappropriate referral (wrong borough, insufficient info, medically unfit, under 18)
 - Lack of service capacity

- x. Number of referrals withdrawn by referrer broken down into the following categories:
- Medically unstable
 - Family/patient choice
 - Medical support/equipment not in place
- xi. No of patients going on to admission following the service
- xii. Patients stating their service/experience as good (PREM)

3.7 Proposed costs of additional resource

Post	FT	Unit cost (approx.)	Total cost (approx.)
3 x Occupational Therapists	3	42,000	126,000
2 x Brokerage officers	2	31,000	62,000
2 x Amin Support	2	25,000	50,000
10 x Carers	10 x .5 = 5 FTE	24,000	120,000
1 x Mobile Response Officer	1	40,000	40,000
Total			£398,000

4. The Proactive Stream

4.1 The service will operate as follows;

- **Monday – Friday, 8am – 5pm**, full referral, assessment and supported discharge service for all inpatient wards, assessment wards and accident and emergency units
- **Monday – Friday, 5pm – 8pm**, new referrals will be accepted from assessment wards and accident and emergency units to prevent admissions onto inpatient wards by assessing customer need and risk, setting up immediate support, providing practical help, counselling, information and advice, and signposting. The role of the social worker will also be to resolve any difficulties with planned discharges from inpatient wards, to enable customers to leave hospital.
- **Saturday and Sunday, 9am – 5pm**, same as Monday – Friday, 5pm – 8pm

4.2 Dependencies

A range of other health and social care services and provision will need to be available during the extended hours to enable social workers to effect safe and appropriate hospital discharge and prevention of hospital admission. These include;

- MILES (Reablement, Crisis, Hospital Discharge)
- Community Nurses (monitoring of health conditions)
- Residential/Nursing Homes (respite, interim and emergency admissions)
- MASCOT (telecare provision for enhanced monitoring, safety and risk management)

- Virtual Beds (for 24 hour care within the home)
- Respite/Reablement Flat (for assessment purposes and to avoid care home admission and promote confidence and independence)
- Occupational Therapy (for assessment and equipment)
- Pharmacy (for provision of medication)
- Hospital Consultants (to agree discharge)
- G.P availability (to facilitate GP home visits where necessary)
- Brokerage (to identify suitable and cost effective care providers)
- Funding (for food, electricity, heating, telephone connection, intensive domestic cleaning, clothing, basic home repairs eg broken windows, new locks etc)

4.3 Outcomes

Clinical – customers will not be admitted to an inpatient hospital ward unless medically necessary, enabling customers to have their needs met in the least intrusive manner, and as close to their familiar home environment as possible. This will relieve pressures on acute services, increase health professionals access to social care services, and improve customer experience.

- **Operational** – joint working between health and social care staff with enhanced hours presence will enable a more productive response to customers, who will be given the right care and support at the most effective time. The project will reduce the spikes in activity caused currently by Monday to Friday working. All of this will support the 4 hour A&E target, other local initiatives to implement seven day working, and support a reduction in the average length of stay for patients

4.4 Costings

Costings have been worked out assuming that locum social workers will be used at a basic rate of £26 per hour. Evening working and Saturday working commands an enhanced rate of 1.5 times the basic rate (£39 per hour), and Sunday working commands an enhanced rate of 1.75 times the basic rate (£45.50).

Costings have also been worked out on the assumption that existing hospital social work staff will cover the hour between 8am and 9am.

Therefore the weekly cost for providing a social worker (2 social workers) at St George's Hospital and St Helier's Hospital from 5pm – 8pm Monday to Friday, and on a Saturday and Sunday from 9am – 5pm, is **£2,743**.

The cost of providing this service 52 weeks per year is **£142,636**.

5. Work Stream Leads

5.1 The Reactive Workstream – Sarah Wells, Service Manager

5.2 The Proactive Workstream – Jenny Rees, Service Manager



Merton
Clinical Commissioning Group

How to use the ACG risk stratification tool

Document Version: 1.2
Date: 10th September 2013
Review: 1st May 2014

This guidance is designed to help you make the most of the risk stratification ACG tool currently being rolled out in Merton. It is also aimed at creating some consistency to help synergise everyone's efforts across Merton CCG (community services, acute care, GPs, social services and mental health).

Please note this guide is a work in progress and we are still learning about the best ways in which the tool could benefit Merton practices. It is due to be posted on the Merton CCG Intranet (when it is set up) and therefore can be updated with new learning in the future.

The CCG is very keen for this whole process to be clinically driven. We are aware that all practices are different and the approach needs to be adapted to reflect this.

We would value feedback on developing this guidance and the sharing of any learning that has emerged.

Divya Verma
Darzi Fellow

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INTRODUCTION

Why Risk Stratification?

- It is evidence based as being the **best way of predicting events** compared to other 'case finding' approaches including clinical opinion¹
- To **improve patient care** - it can be used to identify specific cohorts of patients to target clinical care such as those patients who are 'under the radar' (i.e. not actively managed or known to the GP Practice) or those that may benefit from more proactive support
- To **improve resource utilisation** by reviewing patients predicted to be 'at risk' of high resource use and identifying ways in which this can be reduced

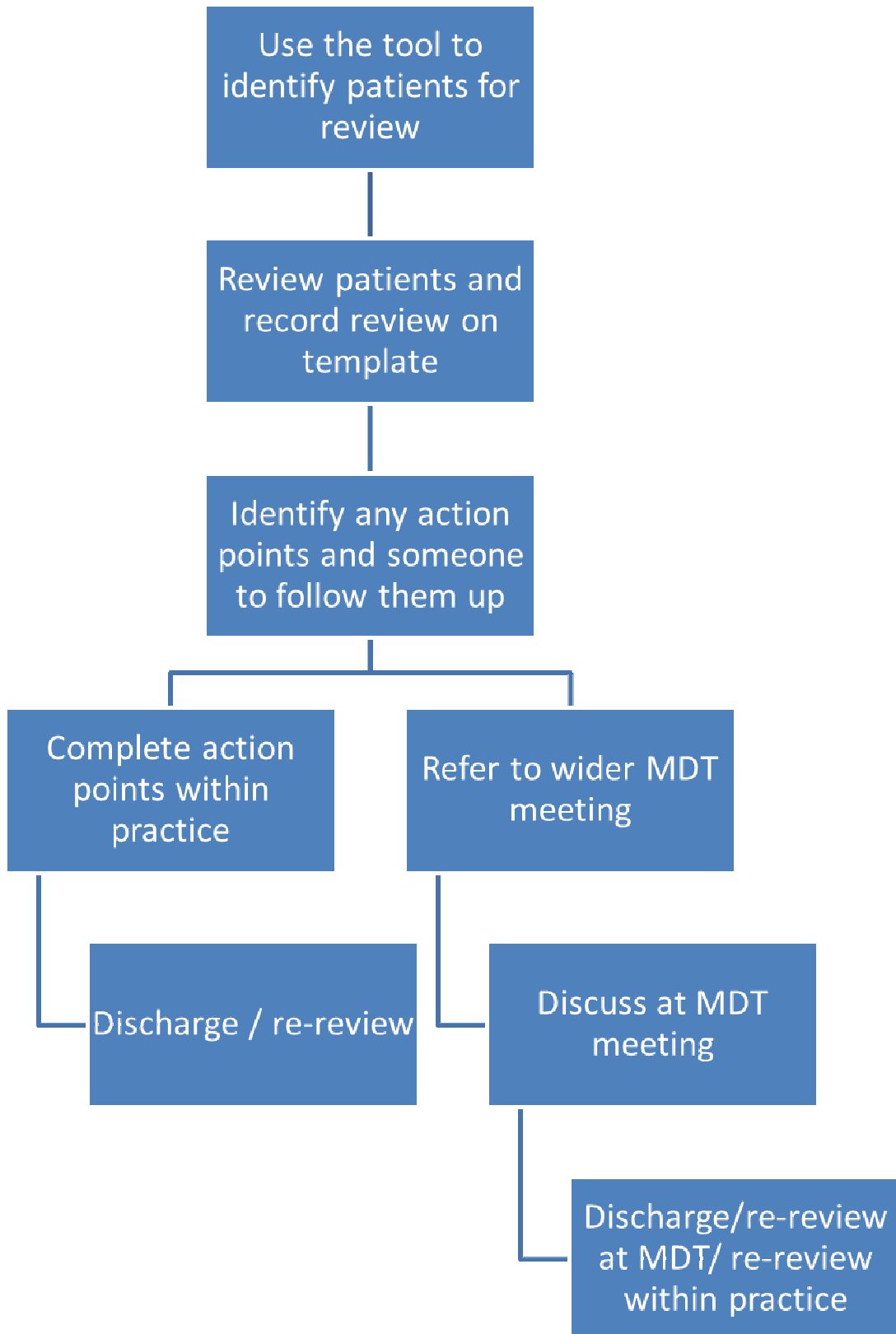
How Does the ACG Risk Stratification Tool Work?

- It uses primary care data (READ codes from the GP patient record) and secondary care data (patient SUS data) and feeds it into an algorithm produced by Johns Hopkins University
- The algorithm uses the patient's diagnoses and predicted disease patterns to produce scores for the patient. These include scores of current resource use, future resource use, and specific pharmacy use of a patient relative to the practice population

¹ Nuffield Trust (2011) Choosing a predictive risk model: a guide for commissioners in England. Available at

http://www.nuffieldtrust.org.uk/sites/files/nuffield/publication/choosing_predictive_risk_model_guide_for_commissioners_nov11.pdf

The risk stratification process



The risk stratification process (step by step guide)

1. Identify a practice lead for risk stratification and case management.
2. Use the ACG risk profiling tool to identify patients to review using the steps provided on page 7.
3. Sort the list by predicted relative cost weight with the highest value at the top.
4. Review the top 10% of this list (with a cap of 40) using the template (to be provided).
5. For each patient reviewed ensure:
 - They are coded with the READ code 3896 'Assessment of needs – review'
 - All action points are recorded (including referral to MDT meeting)
 - A follow up review date is recorded.
6. Discuss any patients identified as suitable for multi-disciplinary review at the MDT meeting. These should be held as a minimum on a quarterly basis. Ensure each patient:
 - Is coded with READ code 7L1W1 'Assessment by multi -disciplinary team'
 - Is allocated a lead professional
 - Has a personalised care plan.

For more information regarding MDTs and the role of the lead professional refer to the paper entitled 'Integrated Care in Merton' August 2013.
7. Each quarter re-run the risk profiling tool as described in step 2 to identify the patients that are in the top 10% (cap at 40) in this quarter. Order the list starting with the highest predicted relative cost weight.
8. Identify anyone on this list who has not already been reviewed. This could be done by searching for anyone who does not have the READ code 3896 or by comparing practice numbers/patient names.
9. Review and discuss identified patients using the process described in steps 4 to 6.
10. Ensure there is a system to identify previous patients who need re- reviewing and action points have been completed from the previous review process.
11. Complete the DES monitoring form every quarter. A search can be performed on the READ codes above.

Identifying patients

The first step to reviewing patients is to filter the practice population using certain parameters stated in the DES:

- a) Patients with 2 or more of the specified long term conditions (asthma, COPD, ischaemic heart disease, heart failure, diabetes)
- b) Patients with dementia

Below is a step by step guide on how to do this:

No.	Action
1	Log onto tool
2	Open the case management report
3	Filter in the tool by chronic conditions. Only select the boxes: 'asthma', 'congestive heart failure', 'chronic obstructive pulmonary disease,' 'diabetes', 'ischaemic heart disease.' Press view report
4	Click on the floppy disc icon on the toolbar and export the data to excel
	<p>Scroll across till you can see a spread of 11 chronic conditions</p> <p>Delete the 6 columns which are not the specified conditions above e.g. delete arthritis, chronic renal failure etc.</p> <p>You should be left with 5 columns titled asthma, congestive heart failure, COPD, diabetes and ischaemic heart disease</p> <p>Do not delete hospital activity or any other data</p>
5	Use the 3 new columns on the right hand side at the end of the table (AN, AO and AP) and head them: "ICD Count", "BTH count" and "Total Diagnosis count" respectively. You will need to expand the columns at the top to be able to enter these headings
6	Enter the formula =COUNTIF(W13:AA13,"ICD") into cell AN13 ('ICD Count' column) for the first patient
7	Enter the formula =COUNTIF(W13:AA13,"BTH") into cell AO13 ('BTH Count' column) for the first patient
8	Enter the formula =AN13+AO13 into cell AP13 ('Total Diagnosis Count' column) for the first patient
9	Drag down the formula through each column by selecting the cell where you have entered the data and hovering over the bottom right corner. There will be a black cross which appears which you can then drag
10	Select all rows with data and sort the spreadsheet 'Total Diagnosis Count' column by decreasing values. Please remember to highlight the entire table before sorting on this column. You can use the sort and filter option under the heading data and choose 'custom sort' to do this
11	Delete any rows where the count in this column is less than 2

12	Then go back to the tool and search for patients with dementia and delirium under the EDC heading Neur11. Remember to clear any previous filters before running this search
13	Export these patients to excel
14	Delete the 6 columns which are not the specified conditions above e.g. delete arthritis, chronic renal failure etc. You should be left with 5 columns titled asthma, congestive heart failure, COPD, diabetes and ischaemic heart disease Do not delete hospital activity or any other data
15	Select the patients, copy, and paste into the list of patients with 2 or more specified chronic conditions under the last entry. Remember to paste in the very first column (A)
16	Sort by 'predicted relative cost weight' to ensure patients with the highest risk are at the top
17	Save your list to a secure filing area in your practice and label: '2 or more chronic conditions or dementia ddmmyy'

Helpful tips:

- The data is refreshed monthly on the third Thursday of every month so it is best to generate new lists after this date
- Take your top 40 as a starting point and copy this into a new excel spreadsheet /hide the remaining patients
- It is often useful to take a few more patients than just the top 10% as there may be patients you do not wish to review (e.g. deceased/previously discussed at GSF meeting) and this enables you to move down to the next person on the list
- Some practices have found it helpful to place an 'at risk' marker on the records of these patients so that they are aware that this patient is predicted to have a high predicted cost weight during consultations

Reviewing risk stratified patients

WHY:

- A chance to identify and raise awareness of individual risk factors which may 'tip' the patient into crisis
- An opportunity to try and intervene in a proactive manner and prevent their conditions worsening and/or emergency hospital admission. These will often be small interventions to try and reduce the predictive risk
- To assess whether they would be appropriate to be discussed in a MDT meeting

HOW:

- Review the data and record any actions completed as well as those to be completed on a computerised practice system template
- Some of the data sources available for review are:
 - List of patients produced for the DES (CONSIDER: predicted relative risk, difference in cost weight, diagnoses, hospital dominant count, inpatient emergency admissions)
 - Secondary/community care correspondence (CONSIDER: medications, current conditions and their status, causes of A&E admission)
 - Patient select and patient viewer section of ACG tool – accessed by clicking the NHS number of the patient (CONSIDER: hospital utilisation)
- The template provides a structured way to record the review process. Templates are being designed for EMIS Web, EMIS LV, EMIS PCS and Vision

Below is a draft of this template and the options available to READ code. The points in purple are some points which may be useful to consider whilst reviewing patients.

Chronic Disease Management

Compare the medical record against ACG coding and secondary care correspondence. Is the ICD coding correct in the records?

- Medical records coding reviewed (EMISQRE17 - Review of patient medical records)

Codes to be added

- H33 - Asthma
- H3 - Chronic obstructive pulmonary disease
- C10F - Type 2 diabetes mellitus
- C10E - Type 1 diabetes mellitus
- ... and 13 more
- _____

PLEASE NOTE: Codes will be added to the medical record but NOT to the Problem list; please add codes manually.

Review of correspondence

- Appropriate actions from correspondence taken (9NDG - Letter actioned by GP)

Actions taken:

- 9b0n - Telephone call to a patient
- 9NC3 - Letter sent to patient
- 413 - Laboratory test requested
- 5112 - Radiology requested
- 9N7-2- Patient asked to come in

Review of Service Use

Is there anything that can be done to prevent these occurring again e.g. prophylactic antibiotics, referral to specialist services, education about their condition?

Is patient accessing health services inappropriately?

- 9NO - Inappropriate use of out of hours service
- EMISNQIN65 - Inappropriate use of walk-in centre
- 9Nr - Inappropriate use of accident and emergency service

Medication

Has medication been reviewed for suitability, side effects and compliance?

- 8B3V - Medication review done
- 8B3U – Medication review due
-

Prevention, Self-Care and Risk Identification

Consider referral for education of their conditions e.g. EPP, diabetes structured patient education, pulmonary rehab, heart failure, memory clinics

Has patient had all appropriate immunisations?

- Yes - 68N1 - Up to date with immunisations
 - No - 68NL - Immunisation due
-

Is the patient at risk of falls?

- Yes - 14OC - At risk of falls
 - No - 14OW - Low risk of falls
-

Is the patient a carer?

- Yes - 918G - Is a carer
 - No - 918r - Not a carer
-

Does the patient have a carer?

- Yes - 918F - Has a carer
 - No - 918V - Does not have a carer
-

Does the patient have mental health needs?

- 6A6 – Mental Health Review

Is the patient housebound?

- 13CA - Housebound

Care Plan

- Personal care plan completed (GP contract - KPI) (8CMD - Personal care plan completed)
-

- Personal care plan offered (9NS5 - Personal care plan offered)
-

- Assessment of needs - review (DES) (3896 - Assessment of needs - review)

This could be where the action points are noted

.....

- Patient identified for discussion at MDT meeting (8HIQ - Referral for multidisciplinary review)

(Some practices have also coded patients considered 'at risk' of hospital admission using 13Zu – at risk of hospital admission)

.....

Actions from review of records

Therapy Referrals Recommended

- 8H77 – Refer to Physiotherapist
- 8H7X – Refer to Podiatry
- 8H7J – Refer to occupational therapy
- 8H7P – Referral to musculoskeletal clinic
- 8H7G Refer to speech therapist
- 8H7u – Referral to pulmonary rehabilitation
- 8Hj0 – Referral to diabetes structured education programme
- 8H7b – Refer to day hospital
- 8HH5 – Refer to domiciliary physiotherapy
- 8Hk3 – Refer to community respiratory team

Nursing Referrals Recommended

- 8H7w - Referral to continence nurse
- 8Hk3 - Refer to community respiratory team
- 8H71 – Refer to practice nurse
- 8H7e – Referral to nurse practitioner
- 8H72 – Refer to district nurse
- 8H72 – Referral to heart failure nurse
- 8HHJ – Referral to respiratory nurse specialist
- 8HHD – Referral to tissue viability nurse specialist

Other Referrals Recommended

- 8H7p – Referral to community alcohol team
- EMISNQRE57 – Refer to case manager
- 8H78 – Refer to counsellor
- 8H76 – Refer to dietician
- 8H7A – Refer to mental health worker
- 8H7H – Refer to optician
- 8H4D – Referral to psycho-geriatrician
- 8Hc0 – Referral to community mental health team
- 8HT2 – Referral to hearing aid clinic
- 8H75 – Refer to social worker

Follow-up of MDT meeting

- Named clinician
.....
- Follow-up Date (9c0H - Follow up)
.....

Helpful tips:

Administration

- It may be helpful to freeze the headings on the spreadsheet whilst reviewing patients.
- You can print the list off before-hand but the headings are not duplicated onto every page so it can be difficult to know what the columns refer.

The process

- Whilst conducting the review it may be useful to have two windows of the patient record open – one to review the notes and the other to complete the template
- Some GPs have found it helpful to start this process by reviewing previous action points to ensure they have been completed and discussing any patients from previous discussions whose follow up review is due.
- There has been some positive feedback on the benefits of having two or more clinicians present for the review process to be able to challenge each other
- It is important the practice seeks patient consent to proceed with any intervention/service advised following the review

The data

- The important columns to look at are difference in cost weight, predicted cost weight and hospital dominant count as these are future indicators. Try not to get too distracted by cost which is historic
- If the difference in current and predicted risk is negative this suggests the risk is decreasing and these may not be the best patients to review
- There may be duplication in some of the patients being identified for review and those being discussed within GSF/EOL meetings. It may be more useful to select another patient from the list if these patients have been reviewed comprehensively already
- Patients with cancer or on dialysis may already be well managed within secondary care and there may be little more that can be done.

NB: If there are any issues being raised regarding the quality of the tool please could you feed these back to David Wilcox and cc Annette Bunka (contact details on page 18)

Multi-disciplinary team (MDT) meetings

The MDT meeting will be practice based (initially at least) with a core team of GP, practice nurse, social worker and named clinician from Community Services.

- Merton Adult Social Services – there are three senior social workers who are currently supporting this (one for each locality) please see Appendix 3 for details. Additional staff to support this work are being selected and trained.
- Community Services – there are community sisters allocated to cover all practices (please see Appendix 4 for details)
- The MDT meetings should occur on a minimum quarterly basis.
- A lead professional/key worker needs to be nominated – training is currently being developed to support this. For more information see the paper ‘Integrated Care in Merton’ August 2013.

Helpful tips:

- It has been suggested that it is useful to have some time prior to the first meeting to get to know the team members, the services they provide and clarify expectations of both sides from the meetings.
- One way of engaging all parties involved could be to ask everyone to submit patients they would like to discuss in advance and these can be added to the existing list which would already have been circulated
- The MDT could be added onto the end of an existing MDT meeting such as the CMC/GSF meetings
- The MDT could be widened to include mental health, palliative care, third sector, specific community team nurses e.g. heart failure nurse.

Information Governance

IG arrangements are currently changing around risk stratification due to the new guidance which has been released by NHS England.

It is important to be aware that GP Practices have a legal responsibility to make patients aware that their data is being used for the purpose of risk stratification.

There is a generic leaflet and poster which has been created by SL CSU for patient awareness. This should have been provided to practices with the training session or can be obtained by contacting David Wilcox or Wendy Gault (see page 18)

Sources that can be used to increase awareness include:

- Posters
- Leaflets
- Website
- Patient participation groups

These should also be made available in other languages as appropriate for your practice population

Future Development Plans

- A macro to allow the patient list to be viewed with patient names
- A Merton CCG template to record actions and outcomes from reviewing patients as part of the risk stratification DES. This template is currently being developed and ratified for EMIS Web, EMIS PCS, EMIS LV and Vision

- New data sharing contracts to allow the CCG to access practice and CCG level data without patient identifiers in order to help better understand the disease profile in Merton CCG
- Developing consistent care plans across the CCG with a potential of using the data from the template to mail merge into care plans for the patient

Contacts

- ANNETTE BUNKA (Merton CCG) – annette.bunka@mertonccg.nhs.uk
Contact regarding DES enquiries and overall programme of integration
- WENDY GAULT (CSU) – wendy.gault@nhs.net
Contact regarding queries on training and the ACG tool
- DAVID WILCOX (CSU) – david.wilcox@swlondon.nhs.uk
Contact regarding queries on training and the ACG tool (and preparing the list of patients for the DES)
- DR CARRIE CHILL (PRIMARY CARE SUPPORT) – caroline@carolinechill.co.uk
Contact regarding queries on the contents of the template
- JEREMY ROBERTSON – jeremy.robertson@smcs.nhs.uk
Contact regarding community services attendance in MDT

Glossary

Adjusted Clinical Groups

Adjusted Clinical Groups are used to categorise patients who have a similar pattern of morbidity and resource consumption over the course of a given year. Diagnostic data from primary and secondary care, and primary care prescribing data is used to assign patients to ACGs.

Aggregated Diagnosis Groups

Aggregated Diagnosis Groups (ADGs) are used to categorise diseases and conditions. They represent clusters of ICD codes that are grouped into a single ADG based on the following five clinical criteria:

- Duration of the condition (acute, recurrent, or chronic): How long will healthcare resources be required for the management of this condition?
- Severity of the condition (e.g., minor and stable versus major and unstable): How intensely must healthcare resources be applied to manage the condition?
- Diagnostic certainty (symptoms versus documented disease): Will a diagnostic evaluation be needed or will services for treatment be the primary focus?
- Aetiology of the condition (infectious, injury, or other): What types of healthcare services will likely be used?
- Specialty care involvement (e.g., medical, surgical, obstetric, haematology): To what degree will specialty care services be required?

A patient may be in more than one ADG

Expanded Diagnosis Clusters

Expanded Diagnosis Clusters (EDCs) are groupings of diagnosis codes which are used to easily identify people with specific diseases or symptoms. There may be many ICD codes for a particular diagnosis, so they are mapped to a single EDC to reduce the impact on your analysis of differences in ICD coding styles

EDCs are also grouped into Major Expanded Diagnosis Clusters (MEDCs). For example, there are six allergy EDC codes which are grouped under a single 'Allergy' MEDC code

Current cost weight

The relative cost weight based on the ACG assigned to the individual, relative to an average of 1.0 for the whole population. This is sometimes referred to informally as 'current risk'

Predicted cost weight

The estimated relative total costs for the following 12 months. This is based on how an individual's disease burden is likely to change and is compared to a population average of 1.0. This is sometimes referred to informally as 'Predicted Relative Risk'

Hospital Dominant Count

A count of Aggregated Diagnosis Groups containing trigger diagnoses indicating a high probability (typically greater than 50%) of future admission

Frailty Flag

This flag exists if the individual has a diagnosis related to any of the following: malnutrition, dementia, impaired vision, decubitus ulcer, incontinence, loss of weight, obesity, barriers to access of care, mobility impairment, fallers

GP Activity

Count of all GP 'encounters' recorded in the practice system

Appendix 1 - Lists to assist with PMS KPI targets

In the PMS contract the admission reduction KPI requires practices to review and produce care plans for all patients who are at risk. It specifies these as:

1. Two or more emergency admissions in the last 12 months
2. Two or more of the following chronic conditions: asthma, COPD, chronic heart failure, ischaemic heart disease, diabetes
3. Other patients considered at risk e.g. those identified by a risk profiling tool

It is important to have systems in place to identify and review these patients

1. Creation of a list of patients with two or more emergency admissions in the last 12 months

No.	Action
1	Log onto tool
2	Open the case management report
3	Filter in the tool by care utilisation. Only select the box 'Inpatient Emergency Activity > 0'. Press view report
4	Sort in the tool by decreasing number of emergency admissions
5	Click on the floppy disc icon on the toolbar and export the data to excel
6	Delete all rows towards the bottom where there are less than 2 emergency admissions
7	Save your list to a secure filing area in your practice and label: '2 or more emergency admissions ddmmy'

2. Creation of a list of patients with 2 or more specified chronic conditions in the last 12 months

No.	Action
1	Log onto tool
2	Open the case management report
3	Filter in the tool by chronic conditions. Only select the boxes: 'asthma', 'congestive heart failure', 'chronic obstructive pulmonary disease,' 'diabetes', 'ischaemic heart disease.' Press view report
4	Click on the floppy disc icon on the toolbar and export the data to excel
	<p>Scroll across till you can see a spread of 11 chronic conditions</p> <p>Delete the 6 columns which are not the specified conditions above e.g. delete arthritis, chronic renal failure etc.</p> <p>You should be left with 5 columns titled asthma, congestive heart failure, COPD, diabetes and ischaemic heart disease</p> <p>Do not delete hospital activity or any other data</p>
5	Use the 3 new columns on the right hand side at the end of the table (AN, AO and AP) and head them: "ICD Count", "BTH count" and "Total Diagnosis count" respectively. You may need to expand the columns at the top to be able to enter these headings
6	Enter the formula =COUNTIF(W13:AA13,"ICD") into cell AN13 ('ICD Count' column) for the first patient
7	Enter the formula =COUNTIF(W13:AA13,"BTH") into cell AO13 ('BTH Count' column) for the first patient
8	Enter the formula =AN13+AO13 into cell AP13 ('Total Diagnosis Count' column) for the first patient
9	Drag down the formula through each column by selecting the cell where you have entered the data and hovering over the bottom right corner. There will be a black cross which appears which you can then drag
10	Sort the spreadsheet 'Total Diagnosis Count' column by decreasing values. Note, you must highlight the entire table before sorting on this column. You can use the sort and filter option under the heading data and choose 'custom sort' to do this
11	Delete any rows where the count in this column is less than 2
12	Further sort by 'predicted relative cost weight' to ensure patients with the highest risk are at the top
13	Save your list to a secure filing area in your practice and label: '2 or more chronic conditions ddmmyy'

Appendix 2 – What else can you look at:

- **Patients most likely to go into hospital** – sort by hospital dominant count (i.e. number of conditions that make them >50% likely to go into hospital) as well as predicted relative cost weight
- **Patients at risk of greatest change in their scores** – sort by difference in cost weight
- **Patients who have low GP attendance but are at highest risk** – filter by GP Activity = 0 (under care utilisation) then order by predicted cost weight
- **Patients with high predicted future pharmacy costs** – sort by predicted relative pharmacy cost weight
- **Patients with particular disease profiles** (to ensure QOF targets are being met) – filter by chronic condition or if you want to be more specific EDC
- **Highest A&E admissions** – filter by inpatient emergency admissions>0
- **Frail and elderly (possibly for reablement)** – filter patients with frailty flag
- **Patients with a chronic disease but no contact** – select the tile 'patients with chronic disease and no activity'. Sort by predicted cost weight. Do the top few need any extra interventions?

Appendix 3 – Social Services Teams



**East Merton
Senior Social Worker
(Health Liaison)
Gifty Asare- Badu
Telephone:
020 8545 4431
Email:
[gifty.asare-
badu@merton.gov.uk](mailto:gifty.asare-badu@merton.gov.uk)**

**Raynes Park
Senior Social Worker
(Health Liaison)
Lorraine Henry
Telephone:
020 8545 4405
Email:
[lorraine.henry@merton.g
ov.uk](mailto:lorraine.henry@merton.gov.uk)**

**West Merton
Senior Social Worker
(Health Liaison)
Naomi Lamptey
Telephone:
020 8545 4508
Email:
[naomi.lamptey@merton.
gov.uk](mailto:naomi.lamptey@merton.gov.uk)**

Appendix 4 Community Services Contacts

Surgery	Community Sister	Team Mobile	Team email	Nurse Manager	Nurse Manager Contact
Alexandra Road	Sheryl Moore-Quavar	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Cannon Hill Lane	Vacant (covered by Antonia Brown)	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Central Medical Centre	Antonia Brown	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Church Lane	Catherine Gourlay	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Cricket Green Medical Practice	Melissa Civale	077 7573 2457	nhsswl.smcsMitchamT eam@nhs.net	Lisa Venables	07881 831 389
Figges Marsh Surgery	Melissa Civale	077 7573 2457	nhsswl.smcsMitchamT eam@nhs.net	Lisa Venables	07881 831 389
Francis Grove	Sheryl Moore-Quavar	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Graham Road Surgery	Melissa Civale	077 7573 2457	nhsswl.smcsMitchamT eam@nhs.net	Lisa Venables	07881 831 389
Grand Drive	Vacant (covered by Catherine Gourlay)	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
James O'Riordan	Antonia Brown	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Lampton Road	Vacant (covered by Sheryl Moore-Quavar)	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Lavender Fields / Colliers Wood Surgery	Angella Barrett	077 7068 4838	nhsswl.smcsMitchamT eam@nhs.net	Lisa Venables	07881 831 389
Merton Medical	Catherine Gourlay	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Mitcham Medical Centre	Angella Barrett	077 7068 4838	nhsswl.smcsMitchamT eam@nhs.net	Lisa Venables	07881 831 389
Morden Hall	Catherine Gourlay	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069

Surgery	Community Sister	Team Mobile	Team email	Nurse Manager	Nurse Manager Contact
Princes Road	Sheryl Moore-Quavar	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Riverhouse Medical	Sheryl Moore-Quavar	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Rowans Surgery	Ash Kassaye	079 6131 7073	nhsswl.smcsMitchamT eam@nhs.net	Lisa Venables	07881 831 389
Stonecot	Antonia Brown	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Tamworth House Surgery	Ash Kassaye	079 6131 7073	nhsswl.smcsMitchamT eam@nhs.net	Lisa Venables	07881 831 389
Vineyard Hill	Sheryl Moore-Quavar	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Wandle Road	Antonia Brown	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Wideway Medical Surgery	Ash Kassaye	079 6131 7073	nhsswl.smcsMitchamT eam@nhs.net	Lisa Venables	07881 831 389
Wilson Walk in	Melissa Civale	077 7573 2457	nhsswl.smcsMitchamT eam@nhs.net	Lisa Venables	07881 831 389
Wimbledon Village	Sheryl Moore-Quavar	07714 427 043	nhsswl.smcsWimbledo nTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069

Appendix 5 – Risk stratification DES

Enhanced Service Specification - Risk Profiling and Care Management Scheme - 2013/14

The minimum requirements for the Merton CCG Enhanced Service Scheme entered into with GP practices are that:

1. The GP practice carries out, on at least a quarterly basis, risk profiling using the risk profiling tool agreed by Merton CCG (which for 2013/14 is the Sollis/ACG tool) **DES REQUIREMENT A**
2. The GP practice use the risk profiling tool on a minimum quarterly basis to identify two cohorts of patients:
 - a. Patients with 2 or more of the specified long term conditions (asthma, COPD, ischaemic heart disease, heart failure, diabetes)
 - b. Patients with dementia
3. The above cohorts are combined to create one list of patients
4. The patients identified by these searches are sorted by predicted relative cost weight¹ (used as a proxy for emergency admission risk) which is calculated by the tool
5. The practice selects the top 10% of this sorted list (with a cap at 40 patients) for initial assessment within the practice, on at least a quarterly basis.
6. The initial assessment consists of a review of the patient using the criteria attached in Appendix A on a computerised practice system template. The initial assessment should be READ coded 3896 'Assessment of needs – review' in the patient record
7. Patients from the initial assessment considered suitable for active case management are identified for discussion at a Multi-Disciplinary Team (MDT) meeting **DES REQUIREMENT B**
8. The practice needs to redo steps 2-5 above and review the list of the top 10% (or the top 40 patients) at least every quarter and undertakes an initial assessment on any patients who are new to that list
9. The patients identified for case management are discussed within an appropriate MDT meeting on at least a quarterly basis, in order to develop a personalised care plan. This care plan should be designed to improve quality of care and reduce individual risk of emergency hospital admission, using an integrated approach. Patients are reviewed as required. The discussion at the MDT should be READ coded 7L1W1 'Assessment by multi disciplinary team' in the patient record **DES REQUIREMENT D**
10. Within the multi-disciplinary team, a lead professional needs to be nominated who is responsible for each patient identified for case management, including: **DES REQUIREMENT E**
 - Undertaking a review with the patient
 - Undertaking a care planning discussion with the patient (and carer if appropriate)
 - Ensuring delivery of the personalised care plan agreed in the MDT
 - Agreeing the frequency for reviewing the care plan with the patient
11. The practice also needs to agree an overall nominated lead for risk stratification and case management **DES REQUIREMENT E**.

¹The estimated relative total costs for the following 12 months. This is based on how an individual's disease burden is likely to change and is compared to a practice population average of 1.0

Risk Profiling and Care Management Scheme – Quarterly return

i. The GP Practice has carried out risk profiling at least once this quarter using the risk profiling tool agreed by CCG.	Please indicate: YES or NO
ii. State the number of patients that meet the agreed criteria: (as identified in Steps 2-4 by your risk profiling tool).	Please state number:
iii. State the number of patients (from the list above) who have had an initial assessment using the agreed criteria.	Please state number:
iv. State the number of patients (from the list above) who have been reviewed by a multi -disciplinary team.	Please state number:
v. The practice to confirm it has carried out regular MDT meetings (at least quarterly) which have developed a shared and integrated approach to the case management for patients identified in iv above.	Please indicate: YES or NO. Please list dates of MDT meeting:
vi. The MDT to agree a nominated lead professional who is responsible for each of the patients identified for case management whose role includes undertaking a review and care planning discussion with the patient at a frequency agreed with the patient and delivering the care plan .	Please summarise the number of patients newly allocated to specific professional groups by the MDT. GP- Practice Nurse- District Nurse - Therapist (please specify) - Social Care- Other (please specify) -
vii. The practice to agree an overall nominated lead for risk stratification and case management.	Please state overall lead professional in the practice for this work:

For post payment verification the practice should retain:

- Sign in sheets to MDT meetings

Appendix A- Initial Assessment Template – options to appear as dropdown options or spaces on a computerised template. This template will have a READ code which can be used by GPs to run searches if required. If any of the answers are ‘no’ please action/record action points to be carried out

Chronic Disease Management

- Are all diagnoses coded correctly (Y/N)

Recent correspondence (e.g. secondary care/community services letters) and service use

- Have recommendations been completed (Y/N)
- Is patient accessing right services at right time e.g. A & E attendance (Y/N)
- Is education required informing of alternatives (Y/N)
- Are any investigations outstanding or required (Y/N)
- Action points from above questions:

Medication

- Is medication appropriate – consider polypharmacy, prophylactic medication (Y/N)
- Is the medication review in date – consider use of community pharmacist (Y/N)
- Is compliance an issue (Y/N)
- Action points from above questions.....

Prevention and self care

- Has patient had all appropriate immunisations
- Has patient and carer been referred/signposted for education and help for their conditions – consider EPP, diabetic, pulmonary rehab, heart failure, memory clinic services, third sector (Y/N)
- Is there a support mechanism in place for crises e.g. telephone number (Y/N)
- Have you considered risk of falls, screening for depression/dementia, social care assessment (Y/N)
- Does the patient have a carer – are they known to the practice, are they READ coded (Y/N)
- Is the patient a carer and had a carer assessment
- Action points from above questions

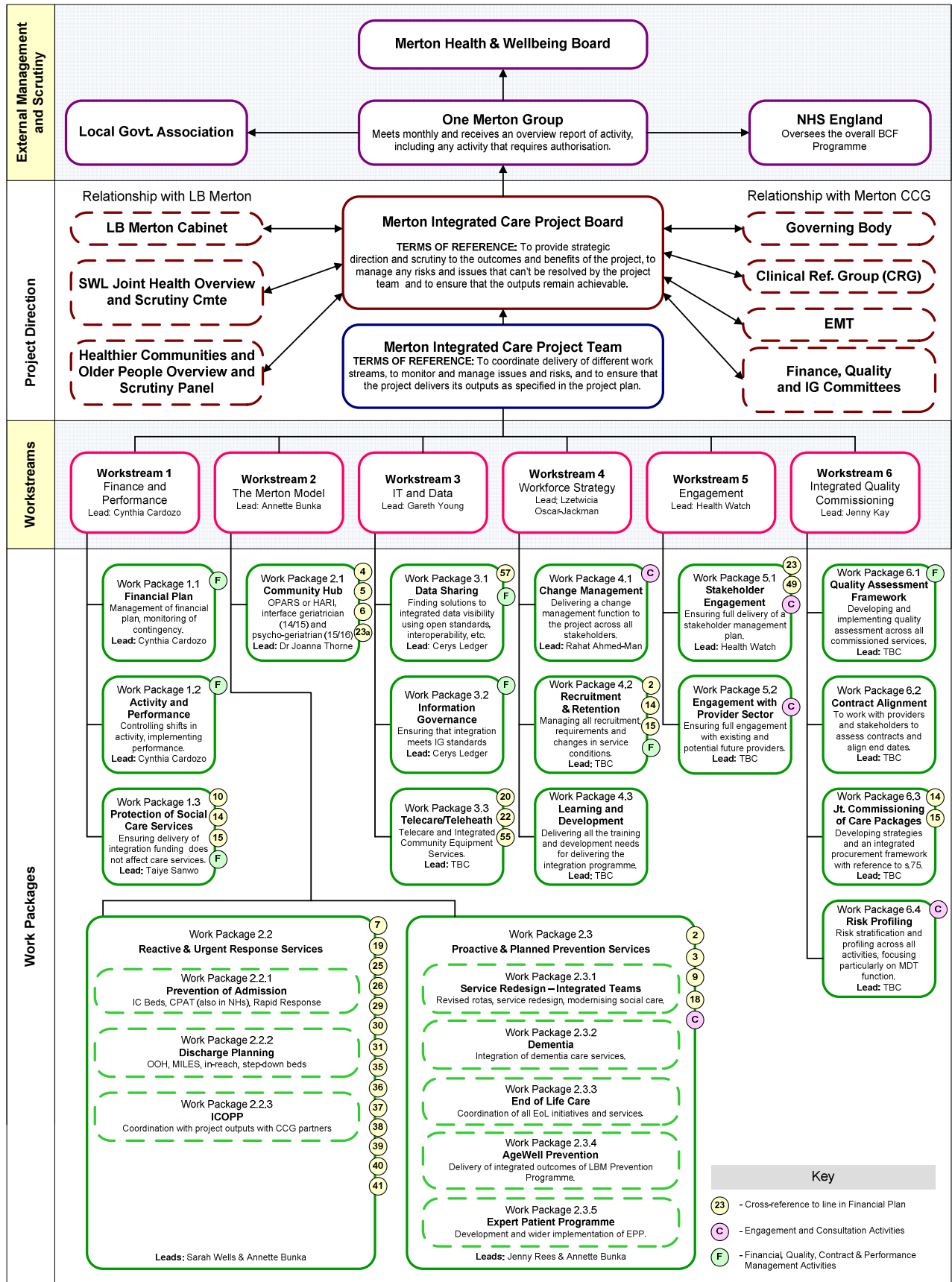
Care Plan

- Completed care plan in place – key conditions, medications, interventions, clinicians, contingency planning, agreed goals, review date (Y/N)
- Shared with patient (Y/N)
- Action points from above questions

Follow up

- Is patient appropriate for case management in MDT – add to MDT list (Y/N)
- Date of follow up (set reminder)
- Named clinician.....

Appendix 6: Project Governance Roles and Structure



Appendix 7: Project Plan by Milestones

(Please note that this is an extract of the master project plan held by the Project Manager.)

Task	Dates																
	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Q1 15/15	Q2 15/16	Q3 15/16	Q4 15/16
1 Project Initiation																	
2	•																
3		•															
4 Finalise BCF																	
5	•																
6	•																
7	•																
8 WS1: Finance & Performance																	
9 1.1 Financial Plan																	
10				•			•			•			•	•	•	•	•
11 1.2 Activity & Performance																	
12				•			•			•			•	•	•	•	•
13 1.3 Protection of Social Care																	
14				•			•			•			•	•	•	•	•
15 WS2: The Merton Model																	
16 2.1 Community Hub																	
17		•															
18		•															
19			•														
20		•	•	•													
21					•	•	•	•									
22													•				
23 2.2.1 Prevention of Admission																	
24		•															
25			•														
26		•	•	•													
27		•	•	•	•	•	•										
28			•	•	•	•	•										
29			•	•													
30			•	•													
31		•	•	•	•	•	•										
32								•									

Task	Dates																
	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Q1 15/15	Q2 15/16	Q3 15/16	Q4 15/16
33 2.2.2 Discharge Planning																	
34		•	•	•													
35				•													
36				•	•												
37				•	•	•	•										
38		•	•	•													
39			•	•	•	•											
40							•	•									
41 2.2.3 ICOPP																	
42		•	•	•													
43				•													
44				•	•												
45				•	•	•											
46							•										
47 2.3.1 Sv Redesign (Prevention)																	
48		•	•	•													
49				•													
50				•	•												
51				•	•	•											
52				•	•	•	•										
53								•									
54 2.3.2 Dementia																	
55			•	•	•												
56					•												
57					•	•											
58					•	•	•										
59					•	•	•	•									
60									•								
61 2.3.3 End of Life																	
62						•	•	•									
63								•	•	•							
64											•	•	•				
65												•	•	•			
66														•			
67														•			

	Task	Dates																
		Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Q1 15/15	Q2 15/16	Q3 15/16	Q4 15/16
68	2.3.4 AgeWell Prevention																	
69	Review of impact within BCF			•														
70	Develop proposals			•	•													
71	Review staffing implication			•	•	•												
72	Develop implementation plan						•	•										
73	Outcomes aligned with 2.3.1							•										
74	2.3.5 Expert Patient Prog'mme																	
75	Review potential to expand						•											
76	Consultation							•	•									
77	Develop plan to expand								•	•								
78	Implementation									•	•							
79	Outcomes delivered										•							
80	WS3: IT and Data																	
81	3.1 Data Sharing																	
82	Identify challenges			•	•	•												
83	Develop action plan				•	•	•	•										
84	Consultation						•	•										
85	Procurement								•	•	•							
86	Implementation											•	•	•				
87	Delivery of Outcomes														•			
88	3.2 Information Governance																	
89	Identify scope of issues						•	•										
90	Develop action plan								•	•								
91	Consultation										•							
92	Implementation											•	•	•				
93	Delivery of outcomes													•				
94	3.3 Telecare/Telehealth																	
95	Scope expansion						•											
96	Develop action plan							•	•									
97	Consultation									•	•							
98	Implementation											•	•	•	•			
99	Delivery of outcomes															•		
100	WS4: Workforce Strategy																	
101	4.1 Change Management																	
102	Appoint formal change manager	•																
103	Develop change mgt plan		•															
104	Maintain focus on change management throughout the project		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

Task	Dates																
	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16
105 4.2 Recruitment																	
106 Recruitment for Hub			•	•	•												
107 Recruitment for Integrated teams: A				•	•	•											
108 Recruitment for Integrated teams: B						•	•	•									
109 4.3 Learning and Development																	
110 Assess L&D needs for Hub				•													
111 Assess L&D needs for integrated teams					•												
112 Deliver L&D for Hub				•	•	•											
113 Deliver L&D for integrated teams					•	•	•										
114 Deliver L&D for new recruits							•	•									
115 WS5: Engagement																	
116 5.1 Stakeholder Engagement																	
117 Develop stakeholder plan	•																
118 Stakeholder event overall project launch	•																
119 Stakeholder event – HARI/Hub			•														
120 Stakeholder event – Integrated teams				•													
121 Stakeholder event – telehealth/telecare						•											
122 Maintain stakeholder management throughout the project		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
123 5.2 Engagement w/ Providers																	
124 Develop specific stakeholder plan with providers		•															
125 Stakeholder event – HARI/Hub			•														
126 Stakeholder event – Integrated teams				•													
127 Maintain stakeholder management throughout the project		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
128 WS6: Integrated Quality Commissioning																	
129 6.1 Contract Alignment																	
130 Identify contracts to be aligned		•															
131 Negotiations with providers			•	•													
132 Implementation of alignment				•	•												
133 Outputs delivered					•												
134 6.2 Joint Commissioning of Care Packages																	
135 Identifying opportunities		•	•	•													
136 Movement to joint commissioning – developing protocols, etc.					•	•	•	•	•	•	•	•	•				
137 Joint commissioning													•	•	•	•	

Task	Dates																	
	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Q1 15/15	Q2 15/16	Q3 15/16	Q4 15/16	
138	6.3 Quality Assurance Framework																	
139	Scope needs for framework			•	•													
140	Agree integrated framework for quality assurance monitoring					•	•	•										
141	Implementation – Stage 1								•	•	•							
142	Implementation – Stage 2											•	•	•				
143	Implementation – Stage 3													•				
144	6.4 Risk Profiling																	
145	Review of existing approach		•	•														
146	Agreement of future approach			•	•													
147	Implementation					•	•	•	•									

Appendix 8: Draft Project Initiation Document (PID)

1. Project Controls

Project Approval Signatures			
	Name	Organisation	Signature and Date
Project Sponsors	Eleanor Brown	Merton CCG	
	Simon Williams	LB Merton	
Project Executive	Adam Doyle	Merton CCG	
Senior Stakeholders	TBC	Healthwatch Merton	
	Janet Samuel	Epsom & St Helier Hospital	
	David Grantham	Kingston Hospital	
	Maggie Gardiner	Royal Marsden FT	
	TBC	Sutton & Merton Cmty Svcs	
	Dan Burningham	SWL & St George's MH Trust	
	Paul Alford	St George's Hospital	
Interim Project Manager	James Corrigan	LB Merton/Merton CCG	

The project roles represent the following interests within the project:

- The project sponsors are responsible for the delivery of the Project to the 'One Merton Group'. They ensure that the project meets and continues to deliver its purpose and objectives.
- The project executive is responsible for ensuring that the project runs smoothly and that the project manager has all the resources he needs. The Executive can act with delegated authority from the One Merton Group to provide support to the project manager on a day-to-day basis.
- The senior stakeholders represent the strategic interests of the key partners in delivering the outcomes of the project and the requirements of the Better Care Fund and the wider integration agenda. They also ensure that the final model meets the needs of all functions within the overall service.
- The project manager is responsible for the managed delivery of the project's outputs to meet the time, budget and quality criteria set out in this PID.

2. Version Control

Ver.	Owner	Amendments	Circulation
v.0.1	Project Mgr	Initial Draft	Executive and Sponsors
v.0.2	Project Mgr	Development and Review	Executive and Sponsors
v.0.3	Project Mgr	Development , Review and Consultation	Senior Stakeholders

3. Background

Merton Clinical Commissioning Group (Merton CCG) and the London Borough of Merton (LB Merton) realise the opportunity that joint commissioning and the Better Care Fund can provide to meet the health and social care needs of the local population in an integrated and shared way.

This Better Care Fund Plan (BCF Plan) details our continuing commitment to joint working, the approach we have taken, and ultimately how the changes and expansion to services which benefit our population align with our population needs (as addressed in our local JSNA and Health and Wellbeing Strategy).

The Plan takes the opportunity to set out how LB Merton and Merton CCG have been working with providers to build integrated services for a number of years and how they will build on those achievements with the support of the BCF to make Merton an exemplar of integrated working between health and social care to the benefit of patients and service users in the Borough.

The revised, final version of the Merton BCF Plan has been exhaustively reviewed and updated to respond to the feedback received from NHS England on 28 February 2014, as well as to incorporate detail of the comprehensive project that has been set up to deliver the outcomes of the Plan's aims.

In summary, the Plan covers the following principal themes in respect of integration:

- Background to existing integration in Merton and the internal and external environments, in which both commissioners and providers operate to deliver meaningful future integration success.
- Existing and future engagement work with health and social care providers, patients, carers, the public, and the third and voluntary sectors.
- How Merton has identified and will address health and social care needs and inequalities, ensuring the vision delivers 'the right care, at the right time, in the right place with the right outcomes'.
- How the partners have aligned their operational focus to ensure that care is delivered in both a proactive, preventative way and a rapidly responding reactive manner with sound plans to move to seven-day working for the integrated teams, using key workers to ensure responsibility and continuity of care.
- How the partners will use the integration programme to build on existing joint mental health initiatives and embed the real benefits around the 'Parity of Esteem' agenda for the residents of Merton.
- Clearly setting out the aims of and long-term vision for sustainable integration in Merton and how these will benefit service users and patients and the effects that these will have on the acute and community providers.
- Being clear about how success will be delivered against existing and new, local and national measures and the effect that these will have on Merton residents.
- Clear detail of the schemes to be delivered as part of the integration agenda.
- How shifts in activity will be monitored to ensure that real savings to the overall health economy are delivered.
- How the funding will be managed, including the establishment of a contingency to that may be used on new/additional schemes that will make an impact on the metrics, instead of the schemes detailed in the BCF plan.
- Clear approaches to and activities to facilitate the protection of adult social care services.
- An unambiguous commitment to deliver as comprehensive a data sharing environment as possible, using the NHS number, open standards architecture and comprehensive information governance controls.
- A detailed and effective project governance structure based on Prince2, including a draft PID, project plan and risk management model.

The BCF Plan and this implementation project are integral to the commissioning intentions and overall strategy for both Merton CCG and LB Merton.

4. Project Scope

This document defines all major aspects of the project and may be revised by the 'One Merton Group' during the course of the project.

(a) Within Scope

The scope of this project is to implement a series of integrated initiatives and redesign packages in order to deliver the following four priority objectives:

- Reducing the growth of emergency admissions.
- Reducing the length of hospital stays.
- Reducing permanent admissions to care homes.
- Improving the service user and carer experience.

The scope of the outputs, as agreed within this PID is set out at Section 7 below.

(b) Out of Scope

The following objectives and outputs are outside the scope of the current project, although they may be picked up by other, interrelated projects within the wider programme. Where there is an overlap in terms of responsibility or outputs, this will be coordinated by the One Merton Group.

- X .

5. Project Objectives

The BCF submission set out the primary aims and objectives of Merton's integrated system, as follows:

(a) Increase the quality of care

- Working together to focus efforts on identifying and supporting the most vulnerable people in the population through risk profiling.
- Taking a shared health and social care approach to managing complex and long term conditions, and an individual's associated lack of independence or disability.
- Improving the coordination of an individual's care through key professionals and activities: case management by an MDT team, leadership from an accountable professional such as the GP, assigning a key worker.
- Ensure adequate support, education and respite is available for informal carers and family, as well as formal carers

(b) Reconfigure the service model

- Focus services towards identifying those in need or at risk.
- Establish the Reactive care and proactive care pathways.
- Ensure care is not divided artificially between care provided by different providers and professionals.
- Enable shared responsibility for delivering a 'package of care' to individuals, with health and social care components.
- Move to a three-locality model (from a two-locality model) for community services so that social care and healthcare services 'facing' each of the acute providers (St. George's, St. Helier's and Kingston Hospitals), working alongside locality-based networks of GP practices.
- Supporting primary care to work in parallel with the integration agenda and, where appropriate, host the relationships for multidisciplinary working.

- Expanding service input from the voluntary/third sectors services, connecting service users/patients to improve their 'social capital' in the local community of Merton, improving broader wellbeing and societal outcomes.
- Creating the service model infrastructure and planning to truly provide joined up care; IT systems, data sharing and information governance; workforce planning, education and training; governance and leadership to support multi-professional working.

(c) Increase individual's ability to be managed at home and remain independent

- To build on our Expert Patient Programme to promote independent self-management.
- Proactive care able to recognise the value of prevention and intensive support through risk stratification and MDT-delivered case management, as well community-based rehabilitation.
- Increase community capacity to deliver services and promote reablement.
- Increase community capability of delivering care and expertise at home, or close to home, including through access to community-based specialist care, and through up skilling of exiting and incoming workforce.
- To build on the council's established brokerage service and consider applications for integrated care.
- To decommission domiciliary care following principles of outcome based commissioning

(d) Prevention of escalation requiring emergency or acute care

- Reactive care able to prevent escalation, preventing avoidable admissions to A&E and non-elective beds.
- Ensure services deliver appropriate care 7-days a week, with selective services having increased or new capacity to deliver out-of-hours care.
- Ultimately relieve some pressure from acute services, expanding community-based.

(e) Deliver savings

- To ensure that the integration of services and joint working creates economies of scale. This will be achieved through working collaboratively.
- The BCF plan is an opportunity to provide 7-day services and selective 24/7 services (out-of-hours)
- Expand community capacity – overlapping, high skill, bringing specialist care into the community, up skilling key professionals e.g. community nurses, care assistants

(f) Deliver the long-term vision

- Commit and ensure an integrated system is developed through service reconfiguration, workforce planning, investing infrastructure, modernising services through review and redesign, utilising procurement vehicles and setting up new contractual arrangements with providers to work more closely together, in to develop the vision of truly integrated health and social care economy.

(g) Transform the relationships between organisations

- Create the leadership and workforce culture, and processes/operations for integrated working between professionals.
- Develop an organisational structure which enables integration, has the associated governance set up to deliver this and manages the risk associated with this.
- Create the opportunity to involve stakeholders from the beginning, transition planning together and ensuring that services remain sustainable and safe for service users and patients.
- Overcome organisational boundaries. This includes between health and social care commissioners, as well as acute and community provides.

6. Project Outputs

The outputs from this project will be delivered through the workstreams set out below.

Work streams describe how the individual outputs will be delivered within the overall project. Each work stream will be assigned an individual lead and will be described in a work package document. The work package will set out the products that must be delivered, and identify issues, risks, opportunities, timescales and resources. Work stream leaders are accountable to the overall project. The following work streams will be used in this project and are aligned to the :

Following consideration of the importance of ensuring clinical value in respect of any proposed service redesign, the project team will include a clinical lead to each of the work streams as part of the project structure. This will ensure that there is a clinical buy-in throughout the development of the project.

The work streams are detailed as follows:

(i) Workstream One: Finance and Performance

Overall purpose: To ensure that integrated services deliver cost-effective solutions that can be measured and reported robustly. **Work Stream leader:** Cynthia Cardozo (MCCG).

Work Packages:

1.1 Financial Plan

Outputs: Management of the financial plan and review of potential contingency arrangements. Contingency planning has been agreed in Merton at an early stage of planning for the implementation of the BCF. As described above, a risk-sharing arrangement between Merton CCG and Merton Council has already been reached. The approach to developing new schemes, where investment into new schemes will be made during 2014/15 from non-recurrent funds is also outlined. By the end of 2014/15 performance of schemes will be assessed, and those that are not delivering the required levels of savings, activity shift, or both will have the ongoing viability assessed.

Work package owner: Cynthia Cardozo (Director of Finance, Merton CCG)

1.2 Activity and Performance

Outputs: Merton currently performs within the upper quartile for non-elective (NEL) admissions, and experiences low levels of delayed transfers of care, compared nationally. This baseline is encouraging for Merton, and reflects:

- The work that has already been put into QIPP, CQUIN and other similar initiatives.
- Our strong relationships with both community and acute providers locally and commitment to patient care.
- The demographic profile of the population in Merton, which overall enjoys a greater life expectancy and better health than the national average.

Therefore plans to shift activity from acute settings start from a solid base and will initially focus on maintenance and stabilisation of existing gains, throughout 2014/15. New schemes will then become operational and deliver additional shifts in 2015/16 as the BCF is fully implemented. It is recognised that where schemes prevent admission to hospital, or facilitate more timely discharge then there will be a resultant reduction in bed-days, and the impact of this is felt by acute providers. Merton will maintain a flat growth in acute activity against a demographic population growth of 2.1% and a non-demographic² growth of 1.6% locally.

Efficiencies of £600k have been identified for 2014/15 through the QIPP planning process, which will involve activity being shifted from acute to alternative settings (primarily through avoidance of attendance and increased provision of care in the community). The BCF therefore represents a considerable new commissioning lever that will facilitate these savings being realised.

For 2015/16 £900k worth of efficiencies have been identified (subject to further refinement). While many of these savings will be achieved through new schemes starting, and the expansion of schemes that will be launched in 2014/15, some of the increase over the previous year will be achieved through economies of scale arising from increasing integration between health and social care. In addition as services and new ways of working become more established there will be a consummate increase in the quality of offerings.

Although Merton CCG is in a stable financial position and is able to invest in new initiatives throughout 2014/15, facilitating the realisation of additional efficiencies identified in 2015/16, this position would be at risk were schemes not to deliver projected performance. As many of the schemes included within the BCF are interdependent between Merton CCG and LB MERTON, a risk-sharing agreement has been reached (though this will be subject to ongoing refinement and a contractual agreement. This will ensure that both partners are able to take greatest advantage from the fund, and that in the case of non-performance one organisation would not be disproportionately disadvantaged.

Work package owner: Cynthia Cardozo (Director of Finance, Merton CCG)

1.3 Protection of social care services

Outputs: The following details specific activities which will facilitate the protection of social care services:

The scheme on prevention, Ageing Well, is one protection element. By adding £80k of funding in 2015/16, the BCF will protect the Ageing Well programme, for which the Council is planning to reduce funding in future years. Outcomes for the programme will be agreed between the BCF partners.

The council will ensure 24 hour access to Domiciliary Care Packages and will meet the demand from health sources, offering timely and prompt service in the community as an alternative to hospital admission and on discharge.

LB Merton is planning to achieve efficiency measures where the effect upon capacity of hours delivered will be minimal. The additional funding from BCF will help protect the service and also includes funding for night sits, and the extra demand for visits resulting from successful avoidance of hospital admission.

The New Duties scheme is as per the national guidance whereby the amount is proportional to the nationally announced figure. It is expected to be spent mainly on staff to undertake the additional assessments required.

A scheme is being prepared to expand the council's capacity to arrange care packages during the weekend (8am-5pm) and in the weekday evenings adding a care package from (5pm-8pm). This scheme is also expected to include greater responsiveness from the MASCOT Telecare service.

The 7-day working proposal is to expand the hours of the community rehabilitation team, which works with people in intermediate care beds in specific nursing homes, and also in people's homes. This will mean that both the health and social care elements of the reactive stream will move to 7 days. This provides the basis for integrating these two services (and others in the reactive stream) on an even footing.

Merton has agreed with host commissioners that it will be involved in contract review meetings and local communications between partner providers to ensure there is a continued focus on Merton despite the fact that it is not a host commissioner for acute trusts.

Work package owner: TBC

(ii) Workstream Two: The Merton Model

Overall purpose: To redesign and redevelop structures and processes to ensure that the outputs of the project meet the overall aims and objectives of the integration and BCF agenda. **Work Stream leader:** Annette Bunka (MCCG)

Work packages:

2.1 Community Hub

Outputs: The community hub consisting of a MDT able to provide holistic, patient-centred, assessment, diagnostic and treatment services to be based at Nelson LCC will be led by Interface Geriatrician with a team consisting of OT, Physiotherapy, Nursing (including Mental Health Specialist Nurse), Social Worker and Voluntary Sector presence within the facility.

Service structured to be able to deliver outpatient assessments in different work streams: Urgent (within 48 hours) and Routine (within 3 weeks). Aim of service to conduct comprehensive assessments, implement early interventions and prevent unnecessary hospital admission.

Further investigation to take place and proposals to be developed around community facilities in East Merton.

Work package owner: Dr Joanna Thorne

2.2 Reactive and Urgent Response Services

Outputs: Coordination of outputs around Intermediate Care step-up and step-down beds, psycho-geriatric services, CPAT and Rapid Response teams, Out-of-Hospital facilities, the Merton Independent Living Enablement Service (MILES) and the ICOPP programme.

Work package owner: Sarah Wells (LBM) and Annette Bunka (MCCG)

2.3 Proactive and Planned Prevention Services

Outputs: Development and implementation of joint locality teams with key workers across three localities, service redesign of locality teams, modernising social care, providing specialist support to those with moderate to severe dementia, their carers and professionals in contact with those with dementia across community teams. This will include education, support and advice as well as signposting to other services and making referrals into other appropriate services. An expansion of the existing end of life scheme with additional investment to start in 15/16 in two specific areas:

- Delivery of a case management approach for non-specialist palliative care cases within the district nursing service (3x case managers).
- Increase extent of the hospice at home service (6x nurses).

Deliver recurrent funding for a total of eight Expert Patient Programme (EPP) courses per annum, enabling 120 patients to benefit from the course each year.

Coordinate and develop AgeWell, a joint programme between LB Merton and the voluntary sector to support people to live at home in their communities for as long as possible.

Work package owner: Jenny Rees (LBM) and Annette Bunka

(iii) Workstream Three: IT and Data

Overall purpose: To ensure that IT systems are interoperable and that systems are used as effectively and efficiently as possible, including taking advantage of all practicable resources to share data, both across Merton and more widely, as appropriate.

Work Stream leader: Gareth Young (LBM)

Work packages:**3.1 Data Sharing**

Outputs: This scheme provides funding towards a multi-agency project to develop information sharing across health and social care across south west London, commissioned from South London Commissioning Support Unit. Organisations must put processes and systems in place to ensure that NHS number 'completeness' is maintained at or above 97.5% as the primary identifier in communications.

It includes funding to facilitate the use of the Coordinate My Care system as a platform to hold common care plans developed by the integrated locality teams, ahead of larger-scale information sharing progress.

NHS Number becomes the primary method of data sharing for customers/patients between teams within the three integrated MDT localities. Meeting or exceeding of the targets set out as part of the Better Care Fund for NHS Number completeness. Seamless data sharing within integrated locality teams and between health and social care partners.

Implement the adoption of systems that are based upon Open APIs (Application Programming Interface) and Open Standards (i.e. secure email standards, interoperability standards (ITK)).

Work package owner: Cerys Ledger

3.2 Information Governance

Outputs: Ensuring appropriate information governance is in place.

Work package owner: Cerys Ledger

3.3 Telecare and Telehealth

Outputs: Expansion in the Mascot telecare system and the MILES reablement service.

Work package owner: TBC

(iv) Workstream Four: Workforce Strategy

Overall purpose: To ensure that workforce issues, including recruitment, are managed and that there is a cross-organisational responsibility for managing culture change throughout the system. **Work Stream leader:** Lzetwicia Oscar-Jackman (LBM)

Work packages:**4.1 Change Management**

Outputs: Ensuring responsibility for communicating and embedding a change in culture across the system.

Work package owner: Rahat Ahmed-Man

4.2 Recruitment and Retention

Outputs: Ensuring recruitment across all output where staffing is needed.

Work package owner: TBC

4.3 Learning and Development

Outputs: Delivering all the training and development needs for delivering the integration programme.

Work package owner: TBC.

(v) Workstream Five: Engagement

Overall purpose: To ensure that there is full patient and public engagement with the project and with particular responsibility to oversee any elements with a specific patient focus to make sure that the patient journey is at the heart of all the service redesign.

Work Stream leader: Health Watch (TBC).

Work packages:**5.1 Stakeholder Engagement**

Outputs: Ensuring full delivery of a stakeholder management plan, including to service users, patients, public, seldom heard groups, etc. Ensuring that all community, patient, service user and carer groups are represented. Work closely with existing voluntary or support workers/groups with a voice for these groups i.e. residence associations, housing associations, tenant participation groups, Merton Priory homes, Merton neighbourhood partnership meeting run Merton Priory homes, including children & young people

Work package owner: Health Watch TBC

5.2 Engagement with Provider Sector

Outputs: Ensuring full engagement with existing and potential future providers to make sure that the market is fit for purpose to meet future challenges and opportunities.

Work package owner: TBC

(vi) Workstream Six: Integrated Quality Commissioning

Overall purpose: To ensure that quality and assurance are at the heart of the project.

Work packages:**6.1 Quality Assessment Framework**

Outputs: To work with providers to develop and implement quality assessment processes across all commissioned services.

Work package owners: TBC

6.2 Contract Alignment

Outputs: To work with providers and stakeholders to assess contracts and align end dates, once the model has been decided.

Work package owners: TBC

6.3 Joint Commissioning of Care Packages

Outputs: Development of a strategy and an integrated procurement framework with reference to s.75 transfer of funding.

Work package owners: TBC

6.4 Risk Profiling

Outputs: Risk stratification and profiling across all activities, focusing particularly on the MDT function.

Work package owners: TBC

7. Project Structure, Direction, Roles and Administration

Merton has some history of integrated working between local health and social care, which has rapidly accelerated since February 2013 with the formation of the Merton Integrated Care Project Board, and the subsequent enactment of the Health and Social Care Act 2012 in April 2013. Governance structures have therefore been developed and implemented that enable close working between health and social care locally. Some of these predate the announcement of the BCF.

In common with other areas, the Merton Health and Wellbeing Board (HWB) has a statutory responsibility for ensuring that commissioning intentions of both Merton Council and Merton Clinical Commissioning Group are aligned³, coherent, and meet the priorities set out in the Joint Health and Wellbeing Strategy. The Merton HWB has a statutory (mandatory minimum) membership, defined in the Health and Social Care Act 2012⁴, that includes senior leaders from across health and social care services and meets on a bi-monthly basis.

The One Merton Group (OMG) is an executive level joint group that reports to the Merton HWB. The OMG has a remit to provide strategic direction to integrated services locally. It brings together senior representatives from Merton Council (Director of Community and Housing and Director of Children's and Families), Merton Clinical Commissioning Group (Chief Officer and Director of Commissioning and Planning), and the Public Health (Director of Public Health). The OMG meets monthly.

The Merton Integrated Care Project Board has a remit to facilitate the practical aspects of integrated working locally and reports to the OMG. It brings together stakeholders to co-design local integrated services; this includes providing direction to, and coordinating the output from the six workstream subgroups:

- Finance and performance.
- Merton Model / Operational
- IT and data sharing
- Workforce and Culture.
- Patient and Public Involvement (PPI).
- Quality and Assurance.

The Merton Integrated Care Project Board membership includes representatives from Merton Council, Merton CCG, the community services provider (Sutton and Merton Community Services), local acute and mental health providers and relevant voluntary sector services. The Merton Integrated Care Project Board meets on a monthly basis.

The project will be run according to an adapted version of the Prince2 project management methodology and will employ the structure and roles, as set out in Appendix 'A' to this Project Initiation Document.

8. Risks

A Risk Register for the project will be maintained as part of the formal project documentation. The principal risks in this project (those with high likelihood or impact) can be summarised as follows:

(Excluded from BCF Plan, as already included in the overall submission.)

9. Assumptions

In developing this document, the following assumptions have been made:

- X

10. Opportunities

During the course of the project, opportunities for other service development may be identified but these may be out of the scope of the original project. These will be formally identified and reported back to the project board for further consideration. At the beginning of the project, the following have been identified:

- X

11. Summary Project Plan

(Excluded from BCF Plan, as already included in the overall submission.)

12. Author

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Project Support:

TBC

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Committee: Health and Wellbeing Board

Date: 25 March 2014

Agenda item: Care Bill

Wards: All

Also of interest to:

Subject: Care Bill

Lead officer: Simon Williams Director of Community and Housing

Reason for urgency: The chair has approved the submission of this report as a matter of urgency as it provides the latest available information on the impact and implications of the Care Bill which are significant to the Health and Wellbeing Board.

Lead member: Councillor Linda Kirby

Contact officer: Simon Williams

Recommendations:

A. That the Health and Wellbeing Board note the contents of this report

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Care Bill builds on the draft Care and Support Bill published in 2012. The Bill, which in large part accepts the recommendations of the Law Commission review, aims to bring together all the underlying rights powers and duties that underpin the national legislative framework for social care. While retaining the principles of means testing and eligibility thresholds, it introduces into legislation principles of wellbeing, promoting prevention, integration, and early intervention. It also gives new rights to carers and new duties to local authorities to provide a universal information and advice service and to promote a local diverse market in social care.
- 1.2 It provides a statutory requirement for local authorities to enable individuals to defer payments (with interest) against the security of their homes. 'Portable' assessments are introduced to ensure greater continuity of care for people moving authority areas. Regulations will permit the setting by the Secretary of State of a national eligibility threshold, although local authorities will be able to lower this threshold if they wish (but not raise it).

- 1.3 Changes incorporated into the Care Bill¹ following consultation include:
- greater emphasis on promoting prevention;
 - more focus on supporting people who are not eligible for state-funded support;
 - details about implementing the cap on care costs;
 - new responsibilities for local authorities and the Care Quality Commission (CQC) on provider failures; and
 - a new power for safeguarding adults boards but no powers of entry for social workers.
- 1.4 The Bill is currently at its Committee stage and may be subject to further amendments in the detail

2 **DETAILS**

2.1 **Summary of the Bill**

The Bill is in three parts:

2.2 **Part 1 – Care and support**

This section aims to establish a clear, unified modern statute for adult social care based on recommendations from the Law Commission review, and the vision for social care set out in the white paper *Caring for our future reforming care and support*.

- Clauses 1 to 7 set out the general responsibilities of local authorities. They describe local authorities' broader care and support role towards the local community, including services provided more generally, for instance those with the aim of reducing needs.
- Clauses 8 to 41 provide for a person's journey through the care and support system. These provisions map out the process of assessments, charging, establishing entitlements, care planning, and the provision of care and support. They include provision to create a cap on the costs of care and for local authorities to enter into deferred payment agreements.
- Clauses 42 to 47 outline the responsibilities of local authorities and other partners in relation to the safeguarding of adults, including a new requirement to establish Safeguarding Adults Boards in every area.
- Clauses 49 to 58 set out local authorities' responsibilities for ensuring continuity of care where a provider sustains business failure and ceases to provide a service, and provide for the oversight of registered care and support providers by the Care Quality Commission (CQC).

¹ The Care Bill incorporates changes to the Draft Bill made as a result of extensive stakeholder consultation; pre-legislative scrutiny by the Joint Committee set up to examine the draft bill; the decision to implement the cap on lifetime care costs; and the Francis report into care at Stafford Hospital.

- Clauses 59 to 67 will support the transition for young people between children's and adult care by giving local authorities powers to assess children, young carers and parent carers.
- Clauses 68 to 78 set out provisions in relation to independent advocacy, recovering charges owed to the local authority, reviews of funding provisions, and other miscellaneous matters, including restating the law relating to delayed discharges

2.3 Analysis of the provisions in the Section is set out in Appendix I.

2.4 **Part 2 – Care standards**

This section provides the legislative framework for the government's response to unacceptable failings in health and social care provision in relation to the work of the Care Quality Commission (CQC).

2.5 The main measures are as follows.

- Developing Ofsted style ratings for health and care providers based on a system of performance review and assessment;
- A single failure regime overseen by the CQC and Monitor with powers for the new Chief Inspector of Hospitals to instigate the failure regime more effectively;
- A criminal offence for providers of NHS secondary care to supply or publish false or misleading information about aspects of provision;
- Closing a loophole in CQC regulatory powers so that it is no longer possible for large providers to apply to change registration conditions once the CQC has commenced enforcement proceedings (means large providers can no longer make it look as if they voluntarily closed a service);
- The CQC to establish a unitary board to bring it in line with best practice.

2.6 **Part 3 – Establishing non departmental public bodies**

This section covers the establishment and responsibilities of Health Education England and the Health Research Authority.

2.7 **Timetable**

From April 2015:

- Duties on prevention and wellbeing
- Duties on information and advice
- Duty on market shaping
- National minimum threshold for eligibility
- Assessments including carers assessments
- Personal budgets and care and support plans
- Safeguarding
- Universal deferred payments

From April 2016:

- Extended means test
- Capped charging system
- Care accounts

2.8 **Headline national analysis**

The Care Bill has broadly been described as a welcome and long awaited reform of a complex legal landscape for social care. The focus on prevention, the desire to ensure greater consistency between areas through the introduction of national minimum eligibility criteria, and the greater recognition of, and proposed support for, the role of carers are all welcome. The cap on personal contributions towards the cost of 'eligible' needs should also bring greater comfort to those in need.

- 2.9 However, the scale of the Bill is huge and there are concerns that if its implementation is rushed, the reforms could be inadequately supported and potentially unstable. Detailed regulations are not due until late 2014 and work will be necessary to digest these and establish workable arrangements, prepare IT systems to support personal care accounts for example, and retrain social care staff. In addition to this, there will be a need to educate service users and the general public on the changes and how, for example, the cap will work. Implementation by April 2015 for most measures, and 2016 for the new charging arrangements, looks challenging.
- 2.10 There are also considerable concerns about funding the reforms. All the impact assessments relating to the Care Bill show immediate costs but savings over a ten year period. The savings are based on prevention working, something for which the evidence has been equivocal over many years. The Department of Health indicates that it will work with local authorities to better understand and mitigate costs. However, as the LGIU has flagged the immediate funding situation for local authorities and adult social care is so challenging that future savings, real or otherwise, are academic. ADASS has recently issued a paper 'Social care funding: a bleak outlook is getting bleaker'. This survey showed that, despite the welcome resource transfers from the NHS, directors of adult social services plan to save another £800 million this year and that since the beginning of the current austerity programme around 20 percent of net spending has been cut. Future trends show that around 13 percent of future savings will result in direct withdrawal of services, while reductions in the levels of personal budgets are also likely. There are clear questions over the potential for local authorities to successfully implement the changes in the bill in such difficult financial circumstances.
- 2.11 ADASS is currently working with all local authorities to model the costs of the capped charging system, and compare this with initial Department of Health estimates: some initial findings suggest that these estimates are under predicting true costs.
- 2.12 Some funds are being made available for implementation costs such as the extra number of assessments needed, investment in new systems, and duties for carers
- 2.13 An important development alongside these reforms will be the £3.8 billion Better Care Fund (previously known as the Integration Transformation Fund)

announced by the Government for 2015-16. This will be a pooled budget between NHS and local authorities to support the principles in the Bill and improve coordination of services. However, none of this is new money. It will be drawn from existing budgets and not add to the funds available for care.

2.14 The draft national minimum eligibility criteria indicate a shift towards the existing definition of 'moderate' level needs rather than maintaining the current definition of 'substantial'. While potentially helping more people, this would also increase costs for the 130 local authorities that currently operate at substantial.

2.15 There are also queries how the reforms will work in practice:

- definitions of preventative support and how this relates to services provided through assessed care needs and to charging policies.
- The approach to assessing the needs of carers has shifted significantly – the twin pillars of 'substantial' and 'regular' have gone – these and other changes will have implications for assessment and support planning.
- Additional responsibilities for people who do not meet eligibility criteria – for instance, does written information mean personalised information, therefore a significant extension of support planning or will a leaflet on preventative support suffice?
- Additional responsibilities relating to people eligible for care who self fund – for instance, an increase in reviews to monitor independent personal budgets.
- Asset-based, proportionate assessment and identifying where local authorities can provide additional support (rather than taking over the whole support) – good practice but requiring a new approach from practitioners.

2.16 **Local implementation**

The implementation programme has six broad work-streams, which are summarised below. These are being integrated with other aspects of adult social care redesign, as set out in the draft Target Operating Model, and the programme of savings, to form one overall adult social care redesign programme.

2.17 *Prevention and universal services* Lead: Head of Commissioning

- Wellbeing and prevention
- Information and advice

Merton already has chosen to continue to invest on a targeted basis in prevention, and through Ageing Well has re-shaped this in partnership with the voluntary sector. There is a web based information and advice service called Merton-i. These arrangements will be kept under continued review.

2.18 *Integration* Lead: Integration Project Director

- General duty to cooperate
- Better Care Fund

- 2.19 Merton with its NHS partners has established an integration project, overseen by a project board, as from early 2013. The two areas for the project are proactive case management based on three multi-disciplinary and multi-agency locality teams, and fast integrated reactive responses designed to enable people to be at home. The plans for integration, and how they meet the requirements of the Better Care Fund, will be the subject of a separate report to the Health and Wellbeing Board and to Cabinet. A project director, accountable to the CCG Chief Officer and to LBM's Director of Community and Housing, began work in Merton in December 2013.
- 2.20 *Assessment and care management* Lead: Head of Access and Assessment
- Eligibility
 - Assessment
 - Carers
 - Portability
 - Transitions
 - Personal budgets and care and support plans
- 2.21 Merton has already redesigned these processes to meet the requirements of personalisation in order to meet government policy as from 2007. Merton carries out carers assessments and monitors take up of carers services. All these processes will be reviewed.
- 2.22 Regarding eligibility, the new national threshold is Substantial, which is currently Merton's policy. However the tests for substantial, on which the Department of Health consulted, are considerably more generous than Merton's current tests, and they could be interpreted as closer to Merton's definition of Moderate. These tests are currently being finalised as the Bill goes through its parliamentary process, but there is a possibility that considerably more people in Merton may qualify for support.
- 2.23 *Paying for care* Leads: Head of Access and Assessment
Finance lead for Community and Housing
- Extended means test
 - Capped charging system
 - Care accounts
 - Universal deferred payments
- 2.24 Merton has a successful financial assessments team which works closely with colleagues in the finance function of corporate services. The legislation and detailed directions will pull considerably more people into being financially assessed. All self-funders will need to be assessed and if they are eligible a Care Account established in April 2016 in order to track the use of personal funds towards the £72,000 cap. In addition to this the threshold for a means test to apply will move from the current £23,000 to £118,000, thus encouraging more people to look to the council for support.

2.25 Merton currently offers a deferred payments scheme on a discretionary basis, mainly to avoid forcing the sale of properties when people still need to live in them. The new scheme will make this a right for everyone, and may lead to considerably increased take up.

2.26 *Market shaping* Lead: Head of Commissioning

Merton has already begun its own Market Position Statement in order to analyse the overall local care market, whether commissioned by Merton or used by self-funders of other local authorities. Merton also has regular provider forums, and so the new duties of working together are in tune with current practice. There is also a new duty to step in if there is “market failure” and a local provider ceases to trade, in order to maximise appropriate continuity of care for the provider’s customers, and given the number of providers this could prove significant.

2.27 *Safeguarding* Lead: Safeguarding manager

There is a new duty for councils to establish safeguarding boards and to ensure that agencies cooperate in this area. Merton has a long established such board, and has a good track record of cooperation with other agencies and of using formal processes such as Serious Case Reviews when needed. In order to allow for a degree of independent challenge, the directors of adult social care for Merton and Kingston chair each other’s Boards. All these arrangements will be reviewed as the detail of the Bill becomes apparent.

2.28 There are also two key enabling areas:

- Information technology and business systems, notably around establishing Care Accounts and the new financial assessment processes
- Workforce, as there will be a need to support changing practice in the light of the new duties of wellbeing, new assessment processes, new eligibility criteria, and the need to tailor support proportionately to those who fund their own care.

2.29 Requirements in these areas will be integrated into the Target Operating Model strategies.

3 ALTERNATIVE OPTIONS

3.1 None, as the Care Bill will establish duties for all local authorities

4 CONSULTATION UNDERTAKEN OR PROPOSED

4.1 The Department of Health has consulted on the proposals in the Bill, and Merton participated in this. Locally we will consult over implementation through our normal channels and in particular Healthwatch.

5 TIMETABLE

5.1 As set out in 2.7 above

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

6.1 The financial implications of the bill are extensive and fall into three broad categories

6.2 Firstly there are the costs of implementation in terms of staffing and systems costs.

6.3 Secondly there are the costs of new duties other than capped care costs. These include the new eligibility criteria, carers assessments, and deferred payments.

6.4 Thirdly there are the costs from the new charging and capped costs arrangements, which are the most significant. The allocation formula through which these costs will be recognised in local authorities is still subject to review

6.5 Nationally £135m has been earmarked to come out of the Better Care Fund of £3.8bn to offset the costs in the first two categories above. Merton's formula share of this is £400k. There is also £50m nationally for capital costs for transition to the capped costs system, again coming out of the Better Care Fund. Further funding for implementation may come to councils direct from CLG for 2015/16, but this is yet to be confirmed. Funding for the third category of costs for the new charging and capped costs arrangements has yet to be determined: central government assumptions of costs are about to be tested by all councils using a formula worked out by some councils themselves, and the distribution formula has yet to be decided.

7 LEGAL AND STATUTORY IMPLICATIONS

7.1 The care bill is in itself an important new piece of consolidating legislation which replaces earlier legislation relating to adult social care.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

8.1 The legislation has been designed to take these into account.

9 CRIME AND DISORDER IMPLICATIONS

9.1 None for the purposes of this report.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

10.1 None for the purposes of this report.

11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

Appendix One: Analysis of Part One of the Care Bill

12 BACKGROUND PAPERS

None

Analysis of Part 1 of the Care Bill: Care and support

Clause	Detail
Promoting individual wellbeing (Clause 1)	<p>The Care Bill introduces a general duty on local authorities to promote an <i>individual's</i> wellbeing (NB this is a change from the draft Bill which referred to an adult's wellbeing). This will be the single unifying purpose of adult social care and the reference point for all outcomes.</p> <p>Although a precise definition of 'wellbeing' is not given, a list of outcomes or areas of activity which develop the concept of wellbeing is included, incorporating specific references to personal dignity, protection from abuse and neglect, control over everyday living and suitable accommodation.</p> <p>The individual is placed central to the exercise of this duty, for example the local authority must begin with the "assumption that the individual is best-placed to judge the individuals' well-being."</p>
Preventing the need for care and support (Clause 2)	<p>Local authorities will have a duty to prevent, delay or reduce the need for care and support for both carers and people with care needs. The aim of this is to rebalance adult social care towards prevention, wellbeing and independence.</p> <p>This duty will be able to be carried out jointly with other local authorities and regulations will set out what local authorities can and cannot apply charges to.</p> <p>Regulations will be forthcoming to specify where a local authority may charge for taking steps to prevent, reduce or delay needs for care and support. Any charge made under these regulations can cover only the cost to the local authority of providing or arranging the service. There will also be regulations to prohibit charging where otherwise this would be allowed. This is to allow for local authorities to continue to charge for some preventative services as they do now (e.g. subsidised leisure services), and to enable local authorities to broaden access to services that that may fall outside of traditional models of care and support to a wider range of adults and carers in their area.</p>
Promoting integration (Clause 3)	<p>Local authorities will have a duty to carry out their care and support functions with the aim of integrating services with those provided by the NHS and with other health-related services. This provides a counterpart to the duty for integration on the NHS set out in the Health and Social Care Act 2012.</p> <p>The Care Bill incorporates the recommendation that housing should be specifically included as an example of a health-related service.</p>
Information and advice (Clause 4)	<p>Local authorities will be required to provide a universal information and advice service available to the local population not just those with assessed care and support needs.</p> <p>This should include details about how care and support operates in the authority's area, how to access it, what services and providers are available, how to access independent financial advice and how to raise concerns about the safety or well-being of a person with care needs. It will be for local authorities to determine the precise scope and manner of the information and advice they will offer.</p> <p>Information and advice must be accessible to all, e.g. not just online, and the wording makes it clear that information and advice must be proportionate to need, e.g. they will range from a simple leaflet, through face-to-face conversation to independent advocacy support.</p>
Market shaping (Clause 5)	<p>Local authorities will have a duty to promote diversity, quality and sufficiency of local services so that a range of high quality providers are available for local people. Local authorities are required to consider this duty when commissioning services.</p> <p>Government has clarified that the duty refers to the services that people from the area use, rather than just services located in the area.</p> <p>Guidance will address unacceptable commissioning practices that affect the market and will also cover the need for local authorities to engage with providers, people with care needs and carers.</p>
Cooperation (Clauses 6 & 7)	<p>Local authorities and other organisations with functions relevant to care and support have a general duty to cooperate backed by a specific duty to cooperate in relation to individuals with care needs and carers.</p>

Clause	Detail
	<p>Directors of public health have been specified in the clause since during consultation many recommended that local authorities' new public health responsibilities needed to be reflected.</p>
<p>Assessing needs for care and support (Clauses 8 -12)</p>	<p>There will be a requirement for local authorities to carry out a needs assessment where it appears that an adult may have needs for care and support, taking into account how the person's needs impact on their wellbeing and the outcomes that an individual wishes to achieve in day-to-day life.</p> <p>There will also be a requirement for local authorities to carry out a carer's assessment where it appears that a carer may have needs for support at that time, or in the future. It should taking into account the carer's ability and willingness to provide care and support, both now and in the future; the impact of caring on the carer's wellbeing; and the outcomes that the carer wishes to achieve in day to day life. In carrying out the assessment the local authority must also have regard to whether a carer works/ wishes to work, or participates in/would like to participate in, education, training or recreation.</p> <p>There is an emphasis that people who use services and carers should be in control and actively involved in assessment, not just consulted.</p> <p>Assessments should be approached in a proportionate way and a written record of assessment and eligibility decisions to be provided in all cases.</p> <p>There is more emphasis on an asset-based approach to assessment, enabling people to achieve wellbeing within their own resources with additional support from local authorities</p> <p>Further regulations will set out more provisions about carrying out needs or carer's assessments.</p>
<p>Eligibility (Clauses 13 - 17)</p>	<p>A national minimum eligibility threshold will be set regarding needs. The government will give more detail about the minimum threshold in draft regulations following the settlement for adult social care in the spending round in June 2013.</p> <p>Local authorities are required to consider which needs could be met by information and advice or preventative support.</p> <p>Everyone with care and support needs who is assessed will be informed of support available to prevent or reduce care needs and support whether or not they meet the eligibility threshold. 'Where none of the needs of the adult concerned meet the eligibility criteria the local authority must give him or her written advice and information about what can be done to prevent or delay the development of needs for care and support' (13.5).</p>

<p>Charging financial assessment and cap on care costs (Clauses 14-17)</p>	<p>Local authorities will be given a general power to charge for certain types of care and support, at their discretion. The Bill makes it clear that local authorities cannot charge a person more than what it costs it to provide or arrange the care and support or charge carers for services provided to the person they care for.</p> <p>The Bill establishes a cap on the amount that adults can be required to pay towards eligible care costs over their lifetime. These costs are either specified in a personal budget where the local authority is meeting the person's needs, or in an independent personal budget where the person has decided that they do not want the local authority to meet their needs. Local authorities are restricted from charging for eligible care costs once the amount of a person's accrued care costs reach the level of the cap.</p> <p>The level of the cap will be set in regulations, and is currently confirmed at £72,000. This may include the cap being set at different amounts for people of different ages, and/ or setting the cap at zero for specified categories of person. The funding provisions are expected to be commenced in April 2016, and eligible care costs will only start counting towards the cap from the date of commencement of the clauses.</p> <p>Local authorities will be required to provide a written record of financial assessment. People will have the right to opt out of a financial assessment while having their progress towards the financial cap recorded. Regulations will set out provisions for carrying out financial assessments.</p>
<p>Duties and powers to meet needs (Clauses 18-22)</p>	<p>These clauses set out the local authority's duty to meet an adult's eligible needs for care and support, and provide broad powers to enable local authorities to meet the needs of adults whose needs they are not otherwise required to meet, for instance because the adult is not ordinarily resident, or does not have needs for care and support which meet the eligibility criteria. The local authority must have carried out an assessment in these cases to determine what needs the adult does have, if any.</p> <p>Similarly, there is a duty on the local authority to meet a carer's eligible needs for support, along with a broad power to enable local authorities to meet the needs of carers who are not otherwise eligible, including the provision of care and support to the person needing care, as long as that person agrees.</p> <p>Clause 22 which covered the boundary between local authority and NHS provision attracted considerable attention in the draft bill. The government did not agree with the Joint Committee that the current restrictions on local authorities providing or arranging the provision of nursing care should be reconsidered, and these restrictions remain. The government indicates that the intention of this clause is that the existing boundary is maintained and it has made some clarifications to this effect.</p>
<p>Steps after assessment (Clause 24)</p>	<p>A local authority should prepare a care and support plan for an adult with needs for care and support, or a support plan for a carer, inform the adult which of their needs it will meet and where direct payments may be used to meet needs, and help the adult in deciding how to have the needs met.</p> <p>Where there is no requirement to meet needs, and the local authority has decided not to meet them anyway, it must provide a written explanation of the reasons why it is not going to meet the needs (e.g. this could be the adult is ordinarily resident elsewhere, or their needs are being met by a carer) and information and advice in writing on how the adult can meet or reduce their needs independently, including information on how the adult can prevent or delay their needs.</p>

<p>Care planning, personal budgets and direct payments (Clauses 25-34)</p>	<p>The care and support plan (or in the case of a carer, the support plan) must specify the needs identified in the needs or carers assessment and the extent to which the needs meet the eligibility criteria. It requires the plan to specify the needs the local authority will meet and to state how it will meet them, and which of the various relevant matters were covered in the assessment, including the outcomes which the person wishes to achieve in day to day life. It must also include the personal budget for the adult and information and advice about how to prevent, delay or reduce the adult's needs for care and support or the carer's need for support. The local authority will have to ensure the care and support plan (or support plan) remains an accurate, up-to-date reflection of the person's needs and the outcomes they wish to achieve and the services arranged to meet these needs and outcomes.</p> <p>There is an emphasis on the individual being in charge of decision-making e.g. the local authority must take all reasonable steps to reach agreement on the care and support plan.</p> <p>Local authorities will be required to provide, review and update an 'independent personal budget' for people who have eligible care needs but do not meet financial criteria. This notional budget will allow the individual to progress towards the care cap. It will be based on what the local authority would pay for care (rather than the amount the self-funder may pay) to avoid the problem of people paying more and reaching the cap more quickly. Local authorities will also maintain and provide statements about care accounts – up to date records of the total care costs accrued.</p> <p>The Care Bill makes it clearer that the personal budget should be equivalent to the reasonable cost to the local authority of meeting the needs it has identified.</p> <p>The only requirement around the use of direct payments should be that they meet the needs and outcomes in the care and support plan (clauses 25 and 33).</p> <p>There is the ban on using direct payments to pay for a local authority direct service. Mixed packages of managed and direct payment services will continue and will be reflected in guidance.</p>
<p>Deferred payments (Clauses 34-35)</p>	<p>Regulations will set out when local authorities may or must allow deferred payment (e.g. so that a person does not have to sell a house in their lifetime) and the interest and administrative fees allowed. It intends to consult on details of this scheme. The government wants the scheme to be cost neutral to local authorities so it did not agree with the Joint Committee's recommendation that local authorities should not be able to charge interest on administrative fees that the individual chose to defer to be paid along with the deferred payment.</p>
<p>Continuity of care between areas (Clauses 36-37)</p>	<p>This clause sets out the duties that local authorities are under when an individual, and potentially their carer, notifies them that they intend to move from one local authority area to another. It seeks to ensure that a person who moves local authority area does so with no interruption to their care.</p> <p>In response to the consultation, the government has replaced the language of 'sending' and 'receiving' authorities with the more neutral 'first' and 'second' authorities. It has not agreed to include a measure that the second authority should guarantee to provide the same support as the first, but it has included measures to require it to take the original care and support plan into account and to provide a written explanation if it differs.</p>
<p>Where a person lives (Clauses 38-40)</p>	<p>This clause defines where a person, who is being provided with accommodation to meet their care and support needs, is considered to be "ordinarily resident". This is to help identify where responsibility lies for funding and/or provision of care.</p> <p>Since publishing the draft bill the government has worked with devolved administrations to clarify arrangements for movement between countries. It has also added a new clause 40 allowing local authorities to recover costs incurred for meeting a person's needs where another local authority is liable.</p>

Safeguarding adults (Clauses 41-46)	<p>This clause places a duty on local authorities to make enquiries, or to ask others to make enquiries, where they reasonably suspect that an adult in its area is at risk of neglect or abuse, including financial abuse. The purpose of the enquiry is to establish with the individual and/or their representatives, what, if any, action is required in relation to the situation; and to establish who should take such action. It supplements the existing obligations on other organisations to look after the people in their care effectively, or, in the case of the police, to prevent and respond to criminal activity.</p> <p>The draft bill set out the first ever statutory framework for adult safeguarding and received considerable support from the consultation. The government has agreed to give a new duty for relevant organisations to supply information on request to safeguarding adults boards.</p>
Protecting property (Clause 47)	<p>This clause restates the duty originally set out at section 48 of the National Assistance Act 1948, for local authorities to prevent or mitigate loss or damage to the property of adults who have been admitted to a hospital or to a residential care home, and are unable to protect it or deal with it themselves. This duty applies to any tangible, physical moveable property belonging to the adult in question. The clause also re-enacts an offence associated with this duty which sets out that any person who obstructs the local authority's exercise of this duty is liable on summary conviction to pay a fine, and provides a defence of reasonable excuse.</p> <p>Local authorities will be able to recover from the adult any reasonable expenses incurred in protecting that adult's property.</p>
Managing provider failure and oversight of the care market (Clauses 48-54)	<p>These clauses were not included in the draft bill and have been subject to a separate consultation. Local authorities are already responsible for ensuring continuity of care for people whose needs they are already required to meet. The bill extends this duty to people who are self-funding a care home place or home care. The local authority response can be flexible dependent on the situation – from providing information about other providers to providing temporary replacement care. The CQC will monitor the financial position of difficult to replace providers – those providing specialist care or multi-area providers.</p>
Transition for children to adult care and support (Clauses 55-63)	<p>The government has made changes to the bill to emphasise the links between children's legislation and the Care Bill and to create a whole family approach. It noted the Joint Committee's recommendation that young carers should be brought into the bill in line with the Law Commission's recommendation. However, it indicated that existing measures were sufficient to support young carers and it did not believe it was appropriate for young people to receive adult care and support before age 18.</p>