

Minutes of the Meeting held on Thursday, 25th January, 2018 at 10.00 am in Committee Room 'C' (The Duke of Lancaster Room) - County Hall, Preston

Chair

Committee Members

Apologies

Mark Youlton East Lancashire CCG

1. Welcome, introductions and apologies

All were welcomed to the meeting and round table introductions took place.

Apologies were noted as above.

New members were noted as follows:

Sheralee Tuner-Birchall for Mike Wedgeworth, Healthwatch, Lancashire.
Superintendent Andrea Barrow for Detective Chief Constable Sunita Gamblin, Lancashire Constabulary.

Replacements were as follows:

Victoria Gibson for Jane Booth, Lancashire Safeguarding Adult and Children Boards.
Steve Winterson for Heather Tierney-Moore and Dee Roach, Lancashire Care NHS Foundation Trust.
Dr Tony Naughton for Jennifer Aldridge, Fylde and Wyre Clinical Commissioning Group (CCG) and Fylde and Wyre Health and Wellbeing Partnership.
Denis Gizzi for Dr Sumantra Mukerji and Dr Gora Bangi, NHS Greater Preston CCG and Chorley and South Ribble CCG.
Dr Andy Knox for Jacqui Thompson, North Lancashire Health and Wellbeing Partnership.
Anthony Gardner for Dr Alex Gaw, Morecambe Bay CCG.

John Readman was welcomed to the meeting as the Interim Executive Director of Education and Children's Services who was in attendance as an Observer on this occasion.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

There were no disclosures of interest in relation to items appearing on the agenda.

3. Minutes of the Last Meeting held on 14 November 2017

Resolved: That the Board agreed the minutes of the last meeting.

4. Membership Update

Resolved: That the Board agreed the Amended Terms of Reference and noted that the Executive Director of Adult Services and Health and Wellbeing and Executive Director of Education and Children's Services have been appointed to the Board and that the Director for Adult Services and Director for Children's Services will substitute when required for the Executive Directors. These changes reflect Lancashire County Council's new Senior Management structure.

Discussion took place regarding broadening the representation on the Board to include Lancashire Fire and Rescue Service (LFRS), Housing Providers, Lancashire Enterprise Partnership (LEP).

Resolved: i) That members of the Board consider additional representatives appropriate to the HWBB outside of the meeting, and report back at the next meeting on 20 March 2018.

- ii) That additional representation was agreed to include Lancashire Fire and Rescue Service, Housing Providers and the County Council's Executive Director of Growth, Environment, Transport and Community Services.

5. Forward Plan and Action Sheet

Resolved: That BCF Planning for next year and an update from the BCF Steering Group meeting on 26 January 2018 be added to the Forward Plan for 20 March 2018 meeting.

On the action sheet, Clare Platt confirmed that there was a date in the diary to meet with all Leads to discuss the way forward on the Lancashire Health and Wellbeing Strategy workstreams.

6. Better Care Fund Performance and Finance Update

Paul Robinson, NHS Midlands and Lancashire Commissioning Support Unit was welcomed to the meeting to present an update report including progress against iBCF schemes, allocation of slippage monies and Delayed Transfers of Care performance.

i) Improved Better Care Fund (iBCF) slippage allocation

Following an approach endorsed by the Health and Wellbeing Board, the Chair, County Councillor Shaun Turner led a process of proposal, scrutiny, review and approval of allocation of iBCF slippage monies in December 2017. The allocations and process followed were set out in a letter to the board on 22 December 2017 as attached at Appendix A in the agenda pack. The agreed process was that the money was to be divided into two equal tranches:

Tranche 1 - £1.4m was allocated based proportionately on population.

Tranche 2 - £1.4m was made available subject to a bidding process.

Mobilisation of activity begun soon afterwards and detail of spend, activity and impact will be reported back to the board in March 2018.

ii) Delayed Transfers of Care (DToC) performance update

Data for DToC performance is now available for October and November 2017 with targets not currently being met.

However, there is an acknowledgement by the Secretaries of State for Communities and Local Government and Health that there has been improvement against DToC in Lancashire, highlighted in a letter to the Leader of Lancashire County Council, removing the likelihood of reduction in 2018/19 iBCF allocations.

DToC performance data by hospital provider highlights variations in DToC identification and recording practice. This is being looked at through shared scrutiny and learning with a report to be presented to a future Health and Wellbeing Board meeting.

iii) Better Care Fund (BCF) and iBCF Governance

The BCF Steering Group is to review governance arrangements at its meeting on 26 January 2018 and is seeking input from all partners individually, and collectively through the Health and Wellbeing Board. Its conclusions and recommendations will be brought to the HWBB for consideration at the meeting on 20 March 2018.

BCF funding is supporting the Voluntary, Community and Faith Sector (VCFS) with £100,000 funding to support alignment of resources and support the acute patients to return to the community through the Active Age Alliance. There are 88 organisations involved and around 140 individuals. A business case is being developed and this will be presented to the BCF Steering Group for consideration. An update to the Board will be provided in due course.

Resolved: That the Health and Wellbeing Board:

- i) Confirm the decisions made by County Councillor Turner, on its behalf, for allocation of iBCF slippage monies.
- ii) Note the performance of DToC for October and November 2017 against the trajectory set for those months.
- iii) Note the decision set out in the letter of 5 December 2017, from the Secretaries of State for Communities and Local Government and Health, not to review Lancashire iBCF allocations for 2018/19.
- iv) Provide observations, comments and guidance for the BCF Steering Group to help it produce proposals for revised governance arrangements for the BCF and iBCF in Lancashire.

7. Delayed Transfers of Care (DToC) in Lancashire

Louise Taylor presented the attached presentation to the Board which detailed key themes emerging from the Check and Challenge Day.

As of 24 January 2018 there were 36 individuals delayed which is good progress, however system pressures are still slowing things down. There needs to be consistency in applying the eight points on the High Impact Change Model.

The eight points on the High Impact Change Model which has been set out Nationally are as follows:

- i) Early discharge planning
- ii) Systems to monitor patients flow
- iii) Multi-disciplinary agency discharge teams
- iv) Home first/discharge to assess
- v) Seven-day services
- vi) Trusted assessors
- vii) Focus on choice
- viii) Enhancing health in care homes

Members of the Board confirmed that the Check and Challenge Day was a very useful exercise and invaluable in setting out the scene on how things are going to be done differently and what needs to be transferred to other workstreams. How different partners are measuring the High Impact Change Model needs to be aligned and shared going forward.

8. Morecambe Bay Local Delivery Plan

Dr Andy Knox, newly appointed Director of Population Health and Engagement in Morecambe Bay presented the attached presentation.

Dr Knox reported that there was fantastic partnership working with both Cumbria and Lancashire County Councils.

Research shows that People in Morecambe die 15 years earlier than people in the wide Bay and once this information is shared with people in Morecambe, they action to do things to improve this and stop it happening and work with professionals to bring about positive changes.

The next steps is the total neighbourhood approach to health improvement.

Dr Knox is attending the Pan Lancashire Headteachers conference and will be covering four areas – Mental Health, Healthy Eating, Adversity and Movement/Exercise.

Resolved: That Amanda Hatton and the Virtual Schools Headteacher be invited to the Conference.

Dr Knox was thanked for his presentation.

9. Children and Young People's Emotional Health and Wellbeing

Gill Simpson and Dawn Howarth from the Children and Young People's Emotional Wellbeing and Mental Health (CYPEWMH) Transformation Team and Dave Carr, LCC were welcomed to the meeting and presented the attached presentation.

The programme is now in its second year of delivery against the Pan-Lancashire Children and Young People's Emotional Wellbeing and Mental Health Transformation Programme which has resulted in a number of key objectives which enable children and young people to benefit from enhanced services and greater access to support. The Programme Board has consulted on shared priorities for the future and a refreshed Transformation Plan will be published by the end of January 2018.

Alongside this activity, Clinical Commissioning Group (CCG) commissioning leads have been working with the provider organisations to define the scope of the redesign project for Child and Adolescent Mental Health Services (CAMHS) across Lancashire and South Cumbria. The aims of the project are to further improve access to CAMHS and reduce variation in service offer and investment.

A new Commissioning Development Framework, sponsored by senior leaders in each CCG, NHS England (Lancashire and South Cumbria) and the Commissioning Support Unit, has been developed during the autumn to set out how commissioning arrangements can evolve in the light of the Five Year Forward View. The work undertaken on the CAMHS Redesign Project to date provides an early illustration of how some of the legacy challenges of variable investment and inconsistent service delivery can start to be addressed by such an approach. Engagement will continue with Partners to determine whether there is an appetite for the Commissioning Development Framework to be applied to the wider system for children and young people's emotional wellbeing and mental health, bringing together the collective resources of health Partners and Local Government across the Sustainable Transformation Partnership (STP).

The Board noted some of the highlights of the programme which included:

- Lancashire Active Healthy Minds Programme targeted at schools to build resilience through sport.
- Dedicated place of safety for Lancashire wide children and young people in September 2017.
- Implemented a new community dedicated all age "eating disorder" service.

The green paper is out for consultation until March, then hope the white paper will be published in Summer 2018 and hopefully this will ease the pressure on teachers dealing with mental health issues and stress.

Variability of provision needs to be identified from the Health and Wellbeing Board and the Safeguarding Boards.

Resolved: That the Health and Wellbeing Board agreed to:

- i) Note the report and accompanying presentation.
- ii) Consider the potential opportunities for more collective commissioning by all Partners across the system for children and young people's emotional wellbeing and mental health, bringing together the collective resources of health Partners and Local Government across the STP.

10. Special Educational Needs and Disabilities (SEND) Services

Amanda Hatton, Director of Children's Services updated the Board on the recent Lancashire Local Area Special Educational Needs and/or Disabilities (SEND) Inspection which happened in November 2017. Ofsted and the Care Quality Commission (CQC), conducted a joint inspection of the local area of Lancashire, to judge how effectively the special educational needs and disability (SEND) reforms have been implemented, as set out in the Children and Families Act 2014. The final report has now been received and was attached as Appendix A in the agenda pack for reference.

The local area strategic partnership, including school leaders, will be working with Ofsted, CQC and the Department for Education (DfE) to deliver a SEND action plan to address the issues identified by the inspectors.

A list of the main issues that will be being worked on and actions agreed to help achieve the improvements were detailed in the report in the agenda pack.

The Board noted that it was good to see that some issues were improving prior to the Inspectors arrival which had been picked up in-house.

CC Driver stated that his Members see this as a high priority and resources will be made to ensure improvements are made.

Resolved: That the Health and Wellbeing Board agreed to:

- i) Note the detail of the Ofsted/CQC report.
- ii) Receive an update, including draft action plan, to a future meeting of the Board.

11. Urgent Business

There were no matters of urgent business received.

12. Date of Next Meeting

The next scheduled meeting of the Board will be held at 10.00am on 20 March 2018 in Committee Room C – Duke of Lancaster Room, County Hall, Preston.

L Sales
Director of Corporate Services

County Hall
Preston

HEALTH AND WELLBEING BOARD

25 JANUARY 2018

DELAYED TRANSFERS OF CARE CHALLENGE

Key Themes

- Leadership to communicate the 'single system / single process' message
- Importance of sustainable relationships and collaboration at all levels, and across a wide range of agencies (including primary care, community services, local health and wellbeing partnerships, district councils, VCFS)

Key Themes

- Implement the Stranded Patient / DTOC solutions identified by Newtons Europe across whole Lancashire South Cumbria (L&SC) system
- Identify a group of highly skilled officers with sufficient capacity to take this work forward, their sole focus on implementation (i.e. no other 'day' job), working across organisational and health economy boundaries

Key Themes

- Standardise language, metrics, data sharing, processes and offer across whole L&SC system
- Standardise and implement a small number of key pathways across L&SC, to include the VCFS, care sector, community based non-medical 'offers' e.g. frail elderly pathway
- What can we do differently and at scale? innovate / 'new age' solutions / digital

Key Themes

- Utilise other networks including STP workstreams, A&E DBs and Urgent & Emergency Care Network appropriately, as part of 'whole system' approach
- Adopt and implement learning about what's working elsewhere

Key Themes

- Link up more effectively at neighbourhood level, engaging wider primary care workforce such as GPs, pharmacists, dentists, community services E.g. GP & pharmacy support to care homes

Discussion

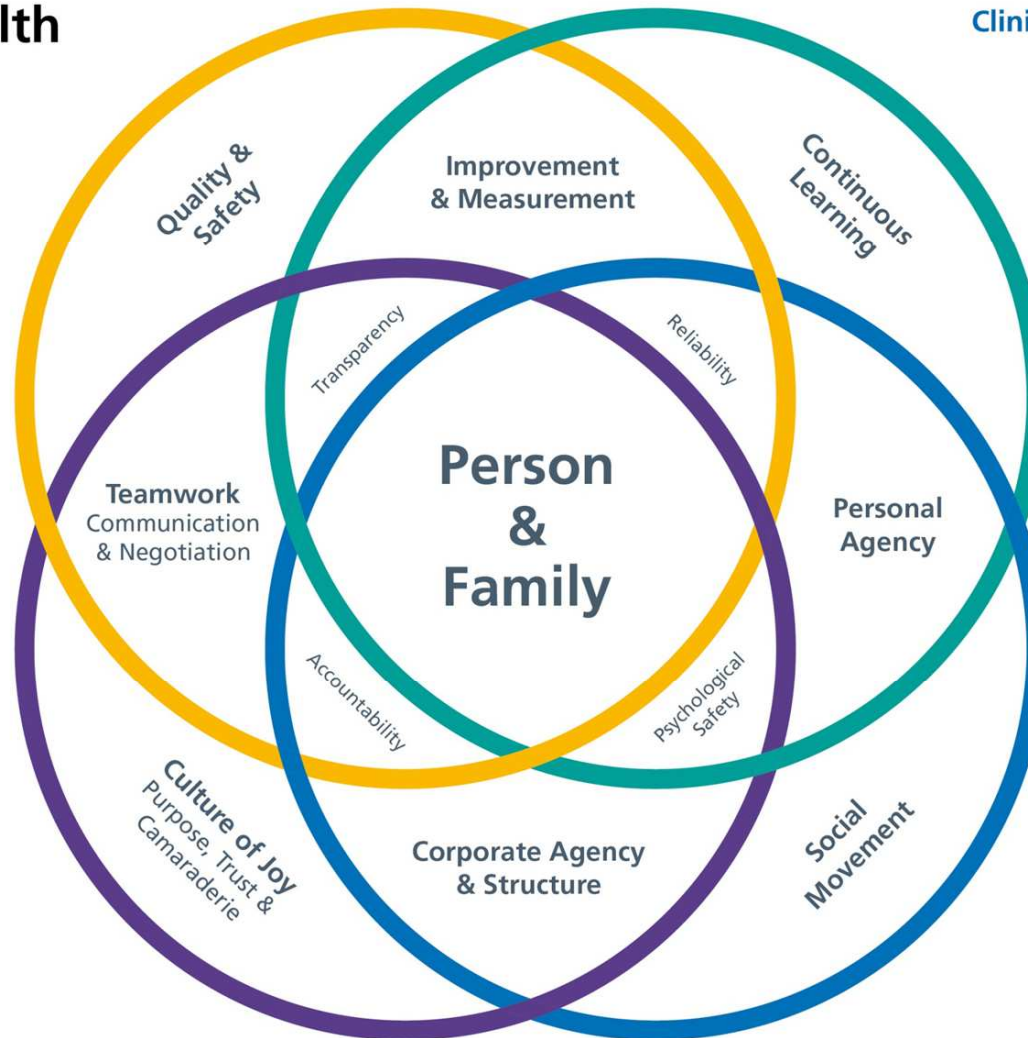
Thank-you

Population Health

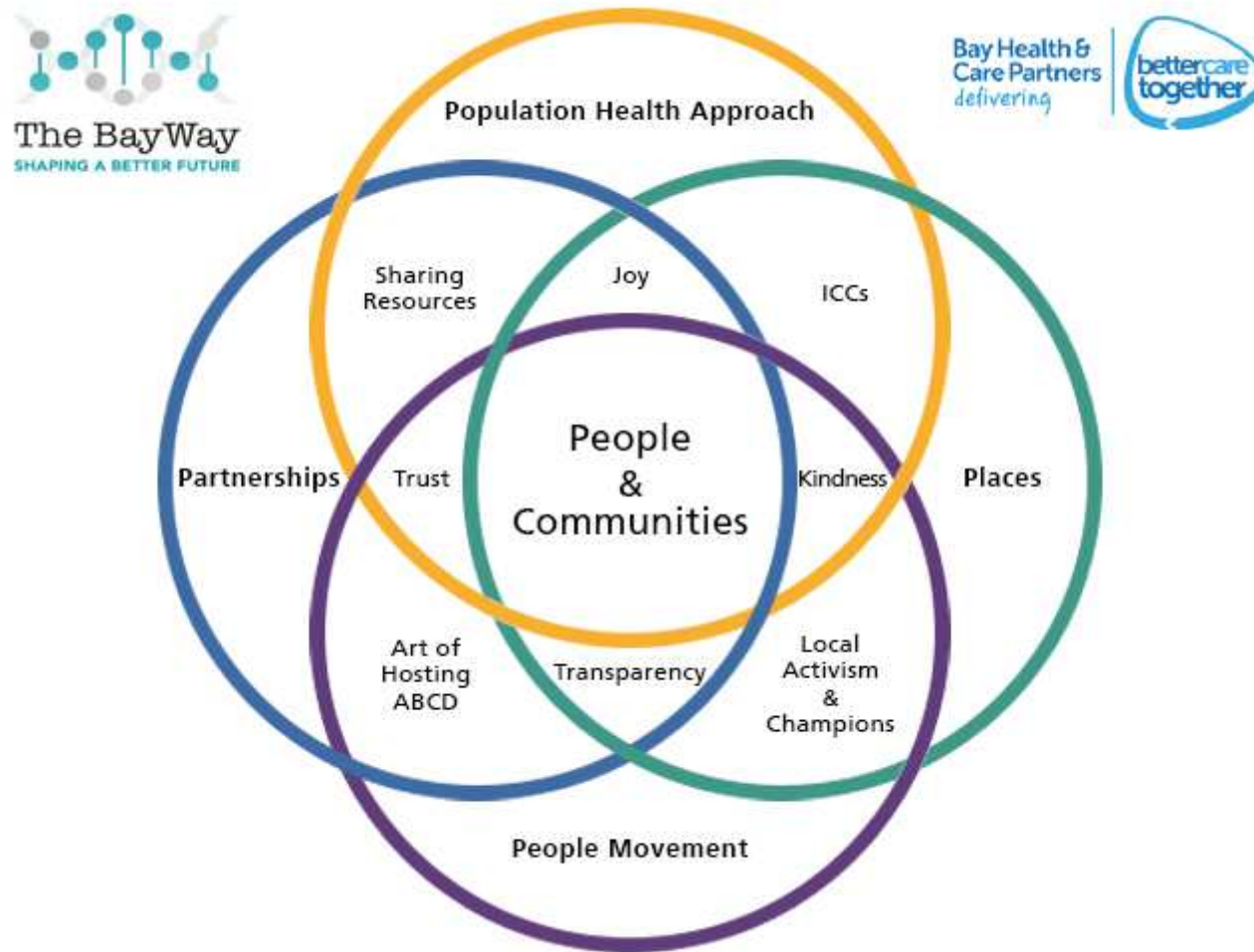
Morecambe Bay Health and Care
Partners

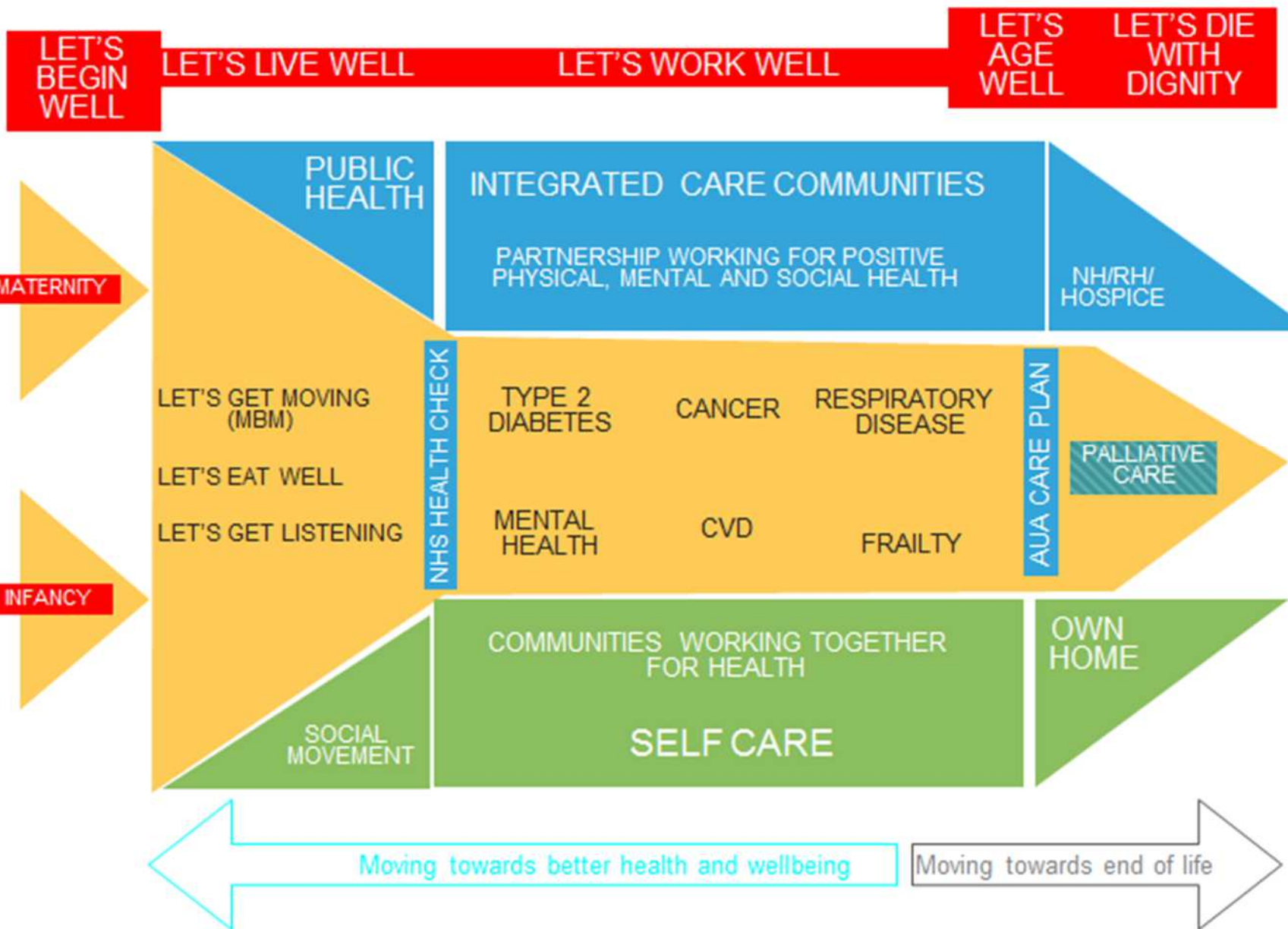
Andy Knox

Building Safe, Sustainable and Excellent Health Systems



Four Circles of Population Health

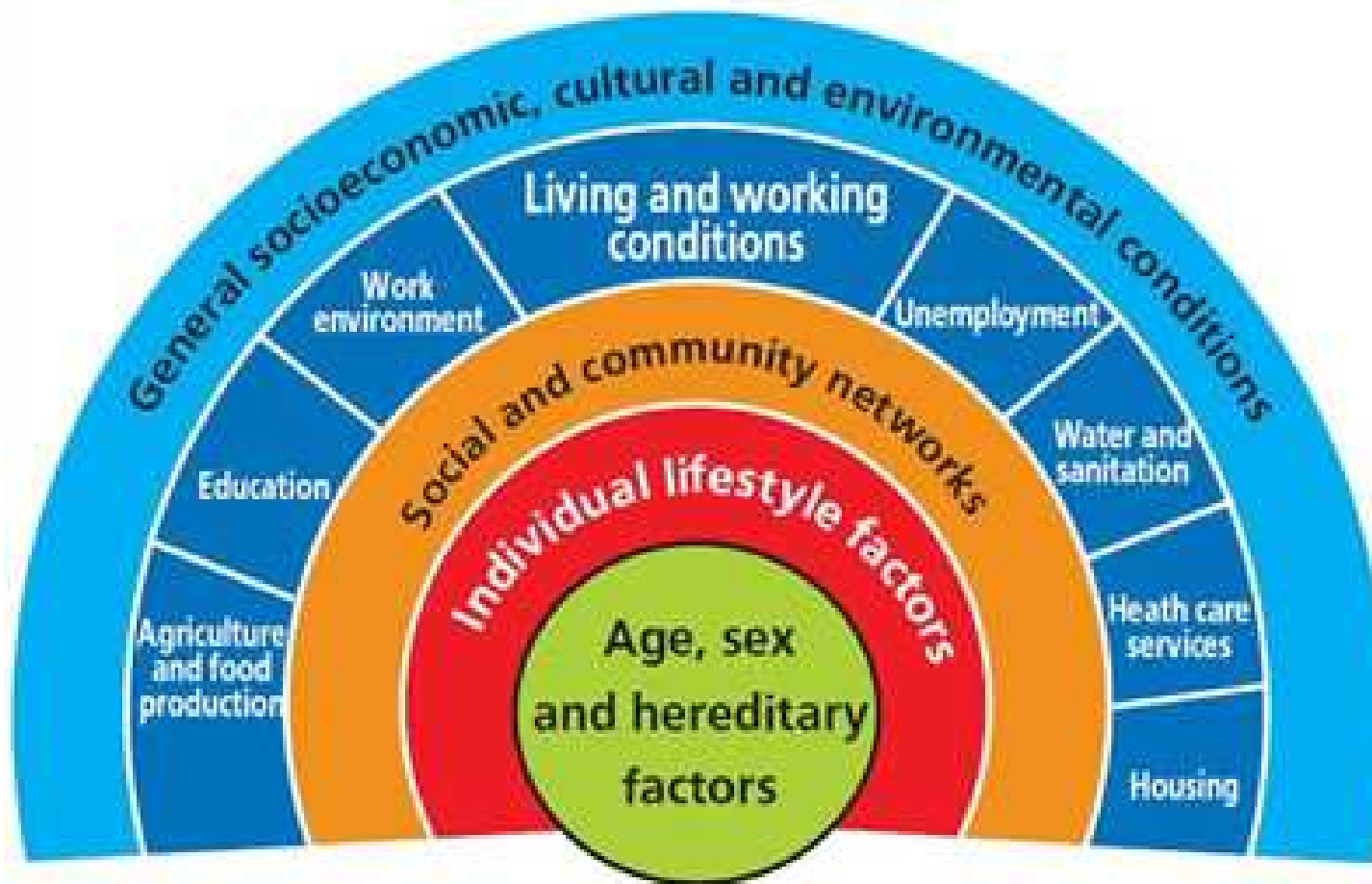




Population Health

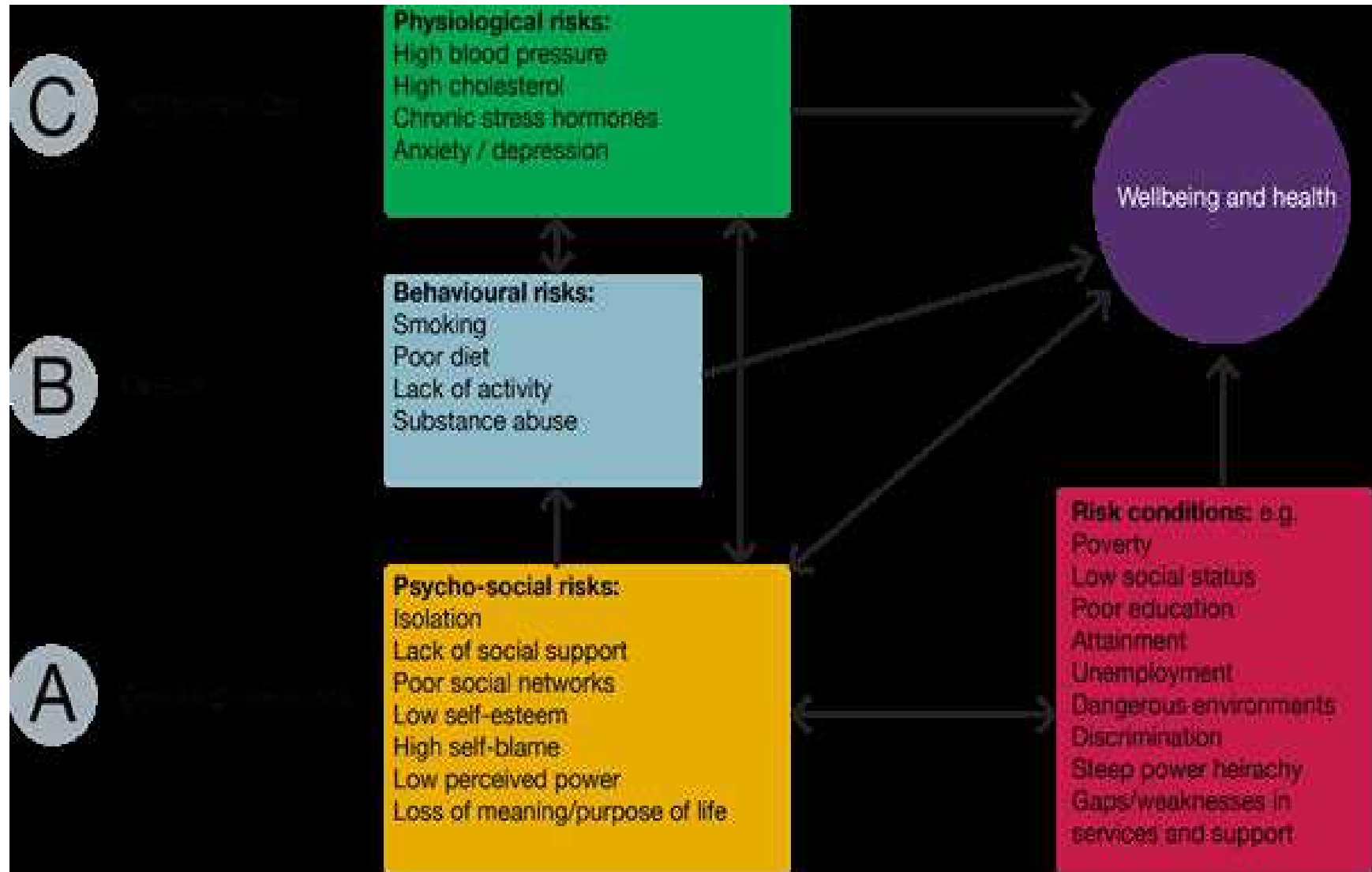


Partnership Working

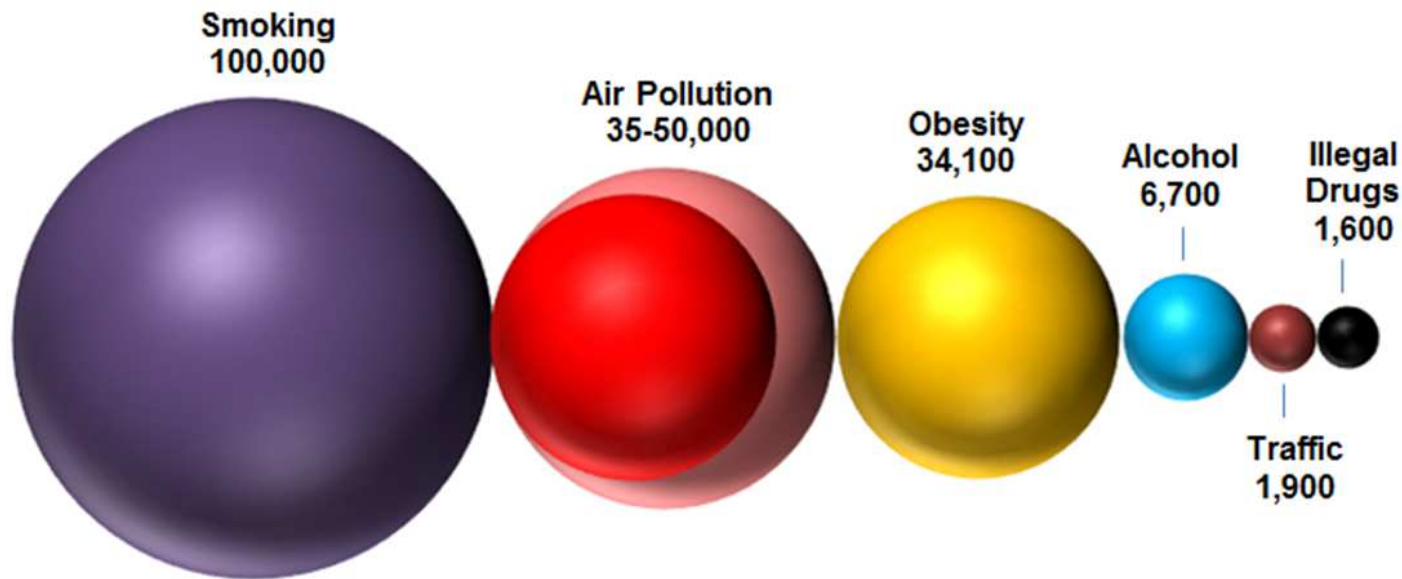


The Determinants of Health (1992) Dahlgren and Whitehead

Partnership Working



Partnership Working



Major causes of death in England (annual deaths)

Sources: ASH Factsheet, Smoking Statistics, Illness and Death (April 2013), House of Commons Environmental Audit Committee - Fifth Report (2010).

Places

- Bay Wide Approach
- Districts
- ICCs and Neighbourhoods – The Necessary Shift
- Schools
- Higher Education
- Work Places
- Prisons
- Work Force Challenges and Opportunities

People/Social Movements

- #togetherwecan
- Art of Hosting Training
- ABCD
- Appreciative Enquiry
- Using powerful data
- Shifting power dynamics
- Stewardship





Lancashire Children
and Young People's
Emotional Wellbeing
and Mental Health
Transformation Plan

Lancashire Children & Young People's Emotional Wellbeing and Mental Health Transformation Programme

Health and Wellbeing Board 25 01 18

Gillian Simpson and Dawn Howarth
CYPEWMH Transformation Team

Dave Carr LCC Member of CYPEWMH
Transformation Board



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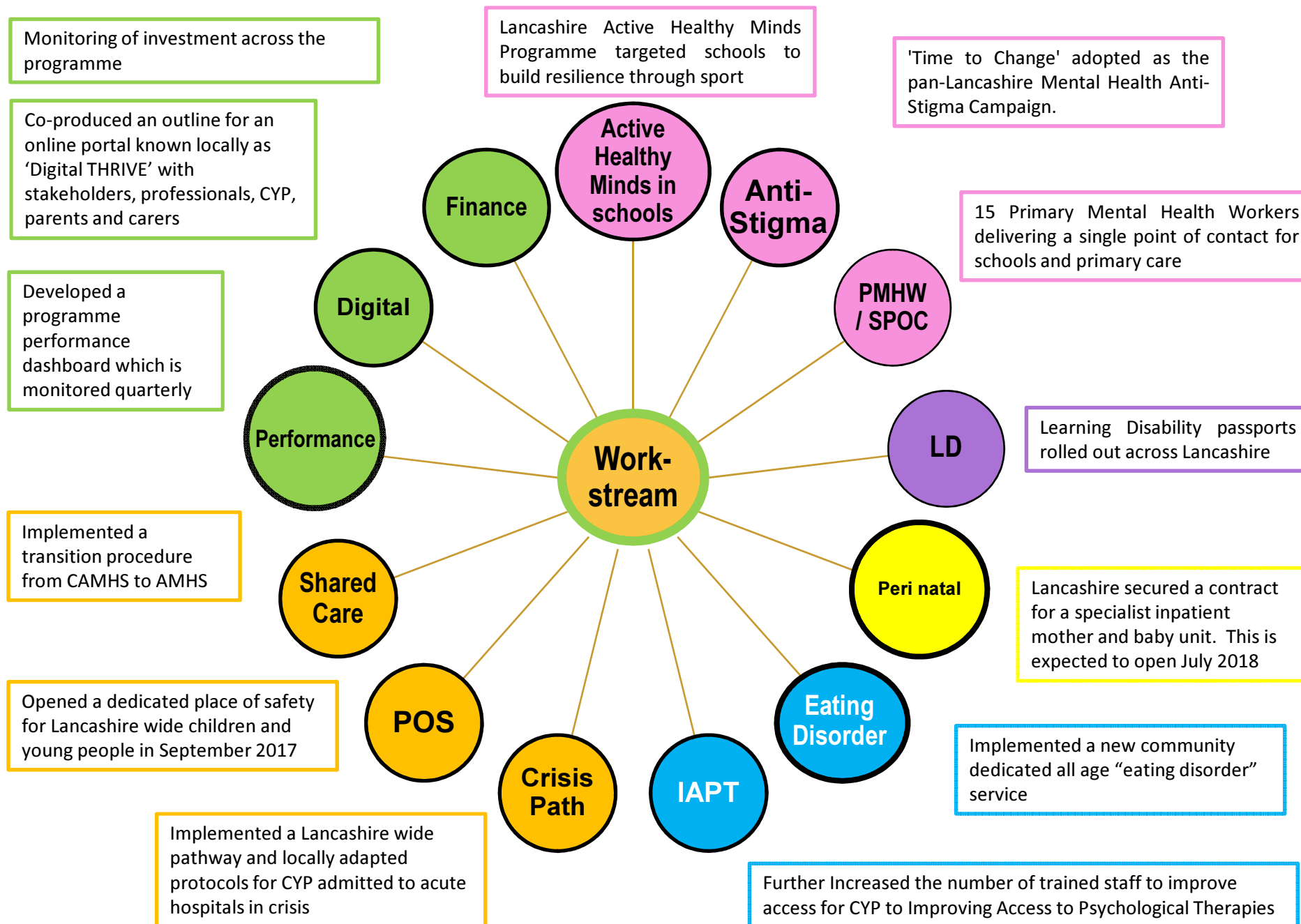
1. Transformation Plan Update - achievements
2. CAMHS Redesign
3. Addressing Variation
4. Improving Access
5. Place Based and Collective Commissioning



The CYPEWMH Transformation Plan – reminder

- Developed in 2015 in response to local concerns and in line with NHSE guidance
- Co-produced as a pan-Lancashire plan
- Based on engagement with a wide range of stakeholders including children, young people and families
- Signed off by the CCGs and Health and Wellbeing Boards
- Assured by NHSE on December 24th 2015. Published January 2016
- A 5 year plan for fundamental change; 200+ deliverables over 5 work streams





Challenges 18/19 and onwards

- National Access Target for CAMHS from 17/18
- LCC £1.1 million disinvestment in children's mental health services in Lancashire. Backfilled by transformation funding
- Variation in service provision and funding
- Transformation Plan aspiration to implement THRIVE
- Implications of green paper. 4 week wait for specialist CAMHS, designated lead for MH in all schools, NHS MH support teams into schools/colleges for early intervention and ongoing help



More about Variation

CCG's received an assessment of the significant variations in

- Investment
- Waiting list numbers
- Waiting times
- Access
- CYP experiences
- Audits and feedback from stakeholders



Key Priority Area

- We have reviewed our Transformation Plan in light of these challenges and national requirements and agreed that a fundamental objective must be to improve access to CAMHS and reduce variation in service offer and investment
- It has been agreed by the CCG's that this will be achieved through a **Service Redesign Project** in line with the nationally recognised model THRIVE



Aim: To redesign and commission NHS funded children and young people's emotional wellbeing and mental health (CYPEWMH) services across Lancashire and South Cumbria in line with THRIVE



Services in Scope

- CAMHS Services
- Children's Psychological Services
- Adult Mental Health Services which are currently provided to 16-18 year olds
- CAMHS 7-day crisis response services
- CAMHS out of hours on call psychiatry provision
- Spot commissioned MH services

Any other services which could or should count towards the access target going forward e.g. VCFS, education, community services.



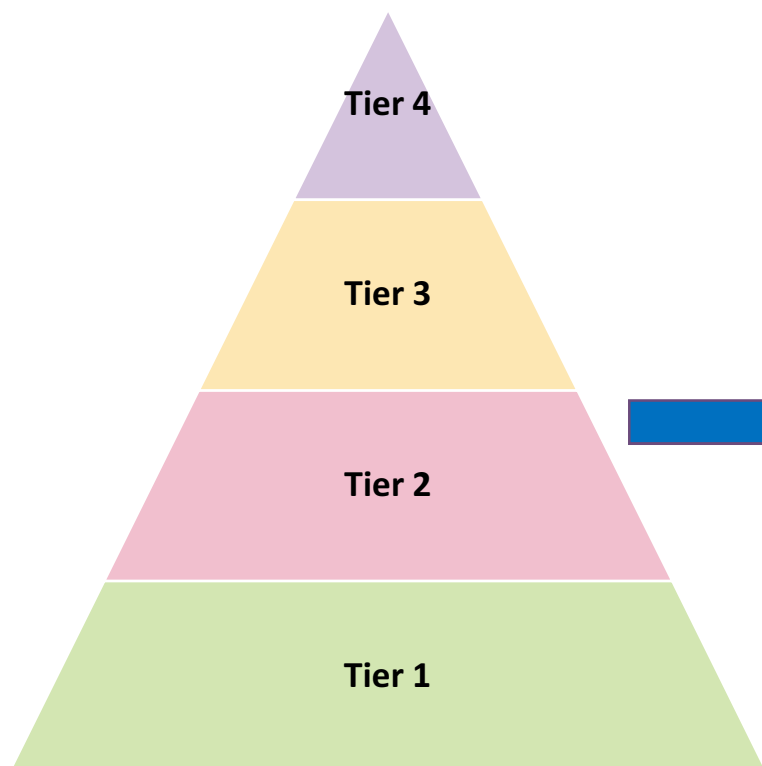
Services out of Scope

- Peri-natal MH services
- SCAYT plus (LCC funded service and Cumbria equivalent)
- LA funded Psychologists for Looked after Children
- Autistic Spectrum Condition diagnosis services
- Other services contributing to ASC pathway e.g. paediatricians
- Generic Learning Disability Services
- Children's Centres
- Tier 4 Services and Criminal Justice/Forensic Services



The Case for Change: Adopting THRIVE

Current Approach



“...a radical shift in the way that services are conceptualised and potentially delivered”.



“rather than an escalator model this is a conceptual framework that groups children and young people, goal focused, evidence informed.”





Lancashire Children
and Young People's
Emotional Wellbeing
and Mental Health
Transformation Plan

The Ask to Providers

Providers are asked to collaborate
with each other to clinically lead the
co-production of a core service model
for NHS funded CYPEWMH Services
(CAMHS)

across Lancashire and South Cumbria



CCG's have agreed a 'collective' service redesign project. The outcomes will be:

- Compliance with THRIVE model
- Consistent level of core service across Lancashire and South Cumbria
- Achievement of national access target
- More appropriate referrals to CAMHS
- Lower attrition rates
- Better outcomes for CYP and families
- Better use of existing and new investment
- Economies of scale
- Transparency



Place Based Commissioning

Place based commissioning means commissioning the right care, in the right place, at the right time.

‘NHS organisations need to establish place-based ‘systems of care’ in which they collaborate with other NHS organisations and services to address the challenges and improve the health of the populations they serve.’ (Kings Fund)

We are adopting a place based model of commissioning and delivery across Lancashire and South Cumbria, in line with policy expectations and what we believe to be in the best interest of our population. The CAMHS redesign project will delivered using the principles of place based commissioning



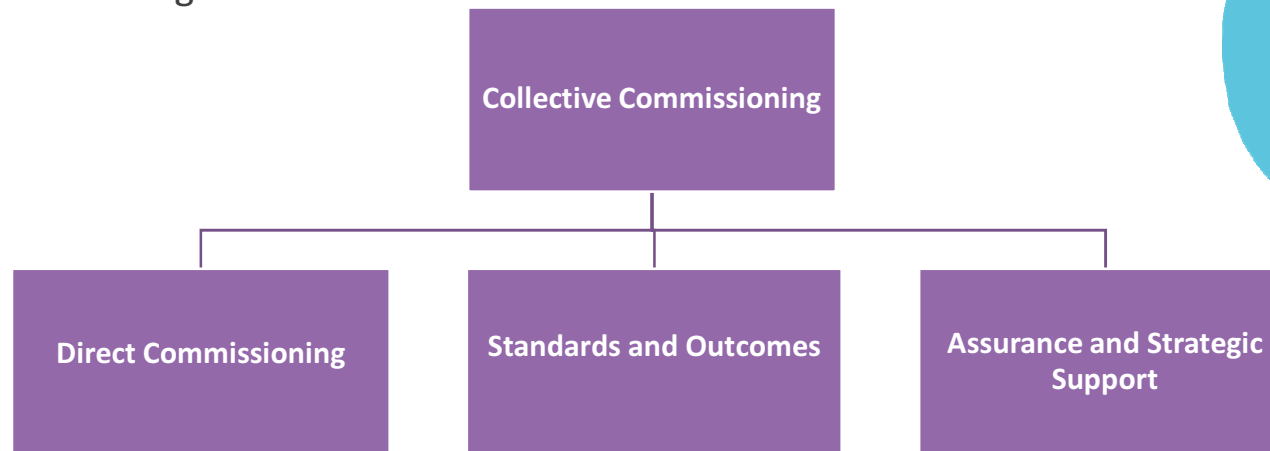
Roles and Activities Linked to Place

Our new commissioning model “wraps” commissioning around populations to ensure that “place” is our focus, not organisation.

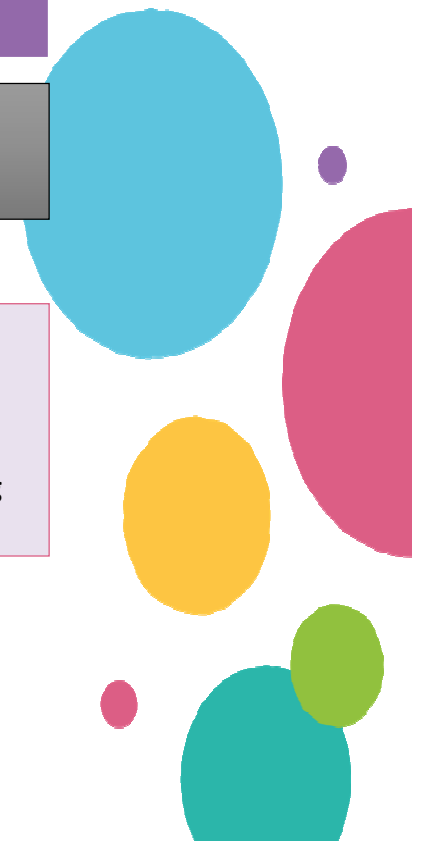
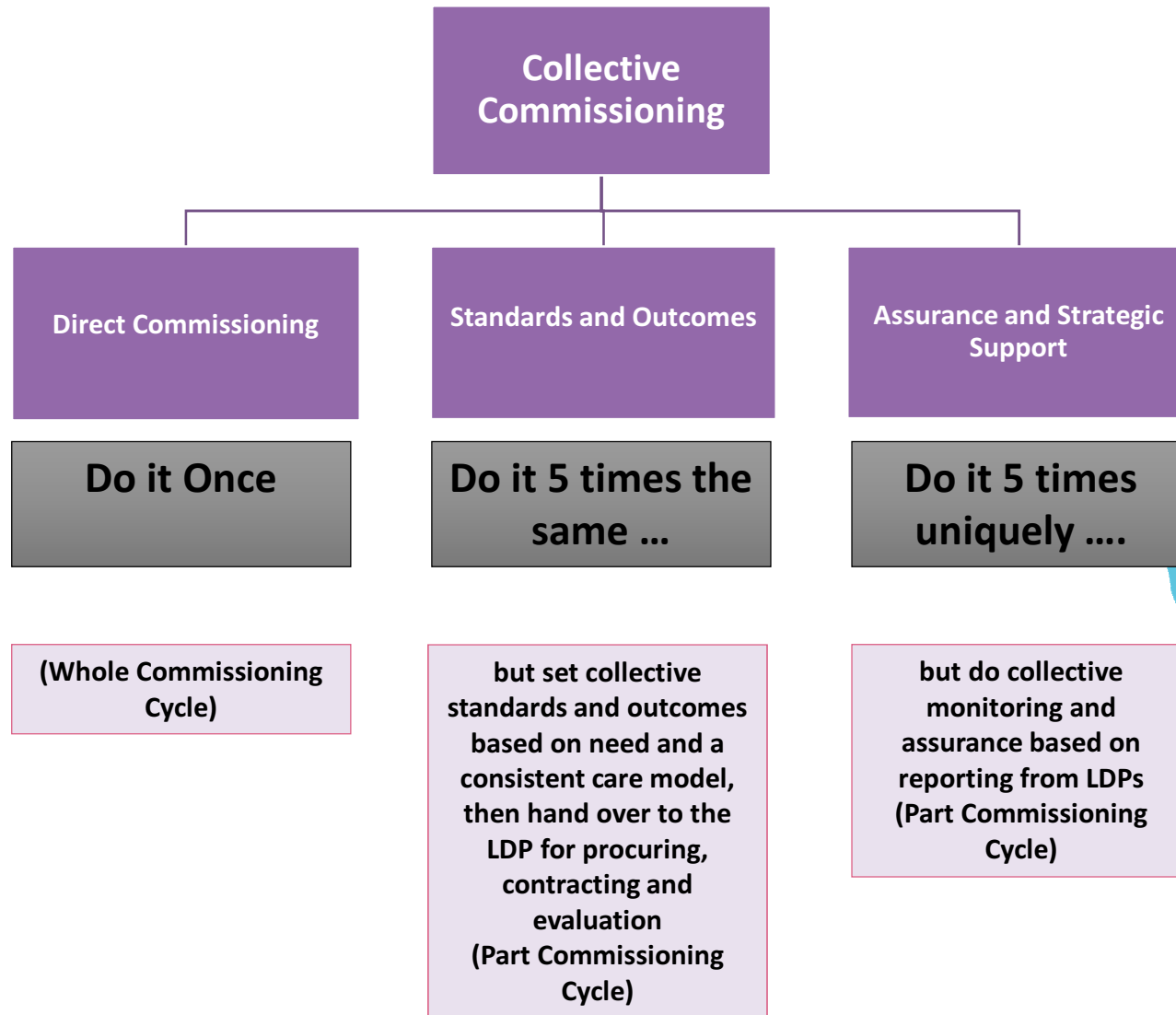
We are therefore introducing 3 new “places” for commissioning:

- **Collective – Lancashire and South Cumbria**
- **LDP – e.g. Fylde Coast**
- **Neighbourhood – e.g. Fleetwood or Pendle**

Collective commissioning has 3 sub functions:



Roles and Activities Linked to Place



Providers

- East Lancashire Child and Adolescent Services
- Lancashire Care NHS Foundation Trust
- Blackpool Teaching Hospitals NHS Foundation Trust
- Cumbria Partnership
- Have committed to working together to develop model
- Agree Mandate for redesign
- Comprehensive project plan in place
- Engaged VCFS provider who are in scope of redesign



Next Steps

- Development of provider Memorandum of Understanding
- Development of a co-production and engagement plan
- Outline proposal expected by Summer 2018
- Implementation 2019/2020



Summary

- The Transformation Programme has made significant progress on improvements, after just 2 years of operation in a 5 year journey
- New challenges are ahead this year
- We have proposed a means of meeting those challenges, and we believe the redesign is the right approach
- We welcome feedback and are committed to work together on assurances around the whole system
- We must move forward and continue to make improvements
- We welcome the on-going input from the HWBB



Conclusions

The HWBB are asked to note this overview and support our on-going work.



Thank You



