

CHESHIRE EAST HEALTH AND WELLBEING BOARD
Reports Cover Sheet

Title of Report:	Caring Together programme update
Date of meeting:	January 2018
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Health & Wellbeing Board Lead:	Jerry Hawker, Chief Officer NHS Eastern Cheshire CCG

Executive Summary

Is this report for:	Information <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Decision <input type="checkbox"/>
Why is the report being brought to the board?	To update Board members on the progress of the Caring Together programme.		
Please detail which, if any, of the Health & Wellbeing Strategy priorities this report relates to?	Starting and Developing Well <input type="checkbox"/> Living and Working Well <input type="checkbox"/> Ageing Well <input type="checkbox"/> All of the above <input checked="" type="checkbox"/>		
Please detail which, if any, of the Health & Wellbeing Principles this report relates to?	Equality and Fairness <input type="checkbox"/> Accessibility <input type="checkbox"/> Integration <input type="checkbox"/> Quality <input type="checkbox"/> Sustainability <input type="checkbox"/> Safeguarding <input type="checkbox"/> All of the above <input checked="" type="checkbox"/>		
Key Actions for the Health & Wellbeing Board to address. Please state recommendations for action.	To note the content of the report. To note plans to merge the Caring Together (Eastern Cheshire) and Connecting Care (South Cheshire and Vale Royal) transformation programmes into a joint programme overseen by a joint Programme Board. To note discussions are underway to agree the geography for the joint programme, with a commitment to resolve this by 31 March 2018.		

Has the report been considered at any other committee meeting of the Council/meeting of the CCG board/stakeholders?	<p>The proposal to merge the two local transformation programmes Caring Together (Eastern Cheshire) and Connecting Care (South Cheshire and Vale Royal) has been considered and supported by the Boards and Governing Bodies of the partner organisations:</p> <ul style="list-style-type: none"> • NHS Eastern Cheshire CCG, • NHS South Cheshire CCG, • NHS Vale Royal CCG, • East Cheshire NHS Trust, • Mid Cheshire NHS Foundation Trust, • Cheshire and Wirral Partnership NHS Foundation Trust, • Senior Management Team Meeting Cheshire East Council (plans to be formally shared with Cabinet once the geography has been confirmed and the Memorandum of Understanding has been agreed by the joint Board for approval by the statutory organisations)
Has public, service user, patient feedback/consultation informed the recommendations of this report?	Not applicable
If recommendations are adopted, how will residents benefit? Detail benefits and reasons why they will benefit.	Better coordinated, integrated care. More effective use of resources. Safe sustainable services.

1 Report Summary

1.1 The report provides an update on the Caring Together programme.

2 Recommendations

2.1 That the Board note the content of the report and plans to merge the two local transformation programmes Caring Together (Eastern Cheshire) and Connecting Care (South Cheshire and Vale Royal). The Board are also asked to note discussions are underway to agree the geography for the joint programme, with a commitment to resolve this by 31 March 2018.

3 Reasons for Recommendations

3.1 To support the delivery of high quality, clinically safe and financially sustainable care services.

4 Impact on Health and Wellbeing Strategy Priorities

4.1 None specifically.

5 Background and Options

- 5.1 The Caring Together programme has been in place since 2013 and has made some progress in transforming local care services. Achievements include:
- extensive patient and public engagement supporting the development of a shared vision, values and ambitions, objectives and 'I statements' for the programme;
 - improved partnership working, relationships and trust;
 - implementation of a Caring Together contract for Primary Care;
 - success in securing external resources to support the development of the Cheshire Career Hub and the WRaPT workforce modelling tool, leadership and cultural development;
 - development of an integrated outcomes framework;
 - development of options for the future configuration of hospital based and community care services and more recently
 - prototyping of integrated community teams in Bollington, Disley and Poynton and Knutsford soon to be expanded to include Macclesfield, Wilmslow, Alderley Edge, Handforth, Chelford, Holmes Chapel and Congleton.

The prototyping of community teams has promoted greater integrated working, better care coordination and has helped to avoid duplication and fragmentation of care. It is envisaged that the services will become more joined up; ultimately operating under integrated management arrangements as this new way of working is further developed and rolled out across Eastern Cheshire.

There are a number of case studies which showcase the achievements of the programme and demonstrate the tangible differences the service changes have made, for example:

- a Consultant Psychiatrist providing local dementia clinics in a GP practice and routine annual reviews provided by practice staff, reducing travel times for patients, increasing clinician collaboration and freeing up Consultants to see new patients reducing the waiting times for a first outpatient appointment.
- reviewing carers lists across primary and social care, increasing uptake of carers assessments and arranging care packages which support people to maintain their caring roles. This includes creating a carers passport with links to local retailers who offer vouchers for carers.

Whilst good progress has been made in developing possible options for the future configuration of care services locally, large scale service transformation has yet to take place. System leaders have however identified that a number of local services are becoming increasingly fragile and are unlikely to be clinically and financially sustainable in the longer term and are therefore committed to implementing system-wide service transformation.

Further modelling work was completed in late 2016 early 2017 and this work was reviewed as part of the Central and Eastern Cheshire Review commissioned by NHS England and

NHS Improvement in July 2017. A key recommendation of the Central and Eastern Cheshire Review, was to merge the two local transformation programmes, Caring Together and Connecting Care, to achieve greater economies of scale, change at scale and deliver greater efficiency savings and productivity gains. Health and Social Care partners have agreed to merge the two programmes into one programme which will be overseen by a joint Programme Board. The Caring Together programme is therefore coming to a close and when the time is right there will be communication regarding the launch of the new joint programme and the establishment of the joint Programme Board.

An Independent Chair, Neil Goodwin CBE, has been appointed to the programme along with an Executive Lead, Tracy Bullock, Chief Executive of Mid Cheshire Hospital NHS Foundation Trust. The joint Programme Board will comprise of the Chairs and Chief Executives of the partner organisations as its core membership with a representative of the Cheshire and Merseyside Sustainability and Transformation Partnership and the Greater Manchester Sustainability and Transformation Partnership in attendance. The partners include:

- Cheshire East Council
- Cheshire and Wirral Partnership NHS Foundation Trust
- Cheshire West and Cheshire Council
- East Cheshire NHS Trust
- NHS Eastern Cheshire CCG
- NHS South Cheshire CCG
- NHS Vale Royal CCG
- Mid Cheshire NHS Foundation Trust
- South Cheshire and Vale Royal GP Alliance
- Vernova Healthcare

The first meeting is scheduled to take place on 7 February 2018.

A Memorandum of Understanding and governance arrangements are being finalised, but it is envisaged that there will be an Executive Group, a Stakeholder Forum and a Care Professional Advisory Group all reporting into the joint Programme Board. Discussions are underway to agree the geography for the joint programme. These discussions will be concluded and an agreement reached by 31 March 2018.

The partner organisations in both Caring Together and Connecting Care have been part of the National Capped Expenditure Programme which requires NHS Organisations to reduce expenditure in-line with agreed financial control totals and where necessary, explicitly scale back on locally unaffordable services. By creating a joint programme we hope to close the financial gap within the local health and social care economy by eradicating duplication, increasing the productivity and efficiency of residual services and confirming the most appropriate configuration of services going forward.

The joint Programme Board will be accountable to the individual statutory organisations and the Cheshire and Merseyside Sustainability and Transformation Partnership.

There will be a number of workstreams aimed at developing the most appropriate configuration of services and the most appropriate organisational form that will most effectively meet the care needs of local people within the resources available. As with Caring Together, the aim is to retain as many services as possible locally and to provide as much treatment and care as possible in the community. Some people will however have to travel further for their treatment and care, especially specialist care, as is the case now. The high-level impact of the proposed service changes have been identified and further modelling work will now be done to quantify the full impact before more detailed proposals are shared with the Overview and Scrutiny Committee, key stakeholders including patients and the public, before going out to public consultation.

The programme workstreams will include:

- Primary and Community Care
- Accountable Care System
- Hospital Based Services
- Prevention
- Finance
- Workforce and Organisational Development
- Communications
- IT

Work plans are being developed for each workstream and a workshop is planned for the 6 March 2018 to explore the interdependencies between the individual workstreams and to develop an overarching implementation plan with associated timescales and key milestones. The programme management arrangements have yet to be finalised and an independent review will be commissioned to help shape this.

A stakeholder analysis and communication strategy are being developed and it is envisaged that a website will be created to act as a central repository for information and that there will be regular communications and press releases providing updates on the progress of the joint Programme. A further update will be given at the next Health and Wellbeing Board meeting on 27 March 2018.

6 Access to Information

- 6.1 Caring Together website: <http://www.caringtogether.info/>
- 6.2 Further information can be obtained from Fleur Blakeman, interim Programme Director by emailing f.blakeman@nhs.net or telephoning 01625 663 476.