

# Working more closely Local Authorities and other partners

**Rob Whiteman**

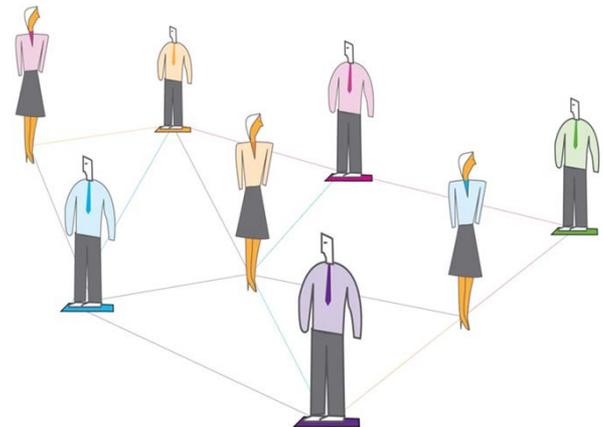
King's Fund Integration Summit

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## Policy context is clear

“The point of the NHS is to make sure everyone gets truly personal care. [...] As a first step that needs the integration of the health and social care systems”

- Jeremy Hunt, Secretary of State for Health



## Government's Response

- Health and Social Care Act 2012 sets the context
- Principles now enshrined in the NHS Constitution
- Transfer of resources from Health to Local Government to underpin social care + extra Better Care Fund
- Pioneers, vanguards, Rightcare, ACOs model new ways of working and leading to long term transformation
- 5 Year Forward View (2014) outlined widening gap between required and available resource
- Spending review and Operational Guidance required and expanded Sustainability and Transformation Plans (STP)
- Plans by 2017 for integration by 2020

## Simple questions

Which  
Partners?

What to  
prioritise?

How can we  
make it  
happen?

## Which Partners?



### Within the NHS

Integrated  
providers

ACOs

Vertical  
integration

### Local government

Social care

Public health

### Wider integration

Housing

Benefits

Transport

Leisure

## Integration links up the local partnership agendas

- Devolution
- Place-based working
- Better Care Fund
- Sustainability & Transformation Planning
- Financial challenges

All require partnership and all can be driven more effectively with integration in place

## Considerations when setting priorities for joint working

- Local Government has different accountability, wider priorities and local politics to deal with
- Local tax raising powers limited in reality
- Service v balancing the books distinction
- Short term, centrally controlled nature of NHS is hard for local government colleagues to understand
- Social care is important but competes with other, possibly more politically charged spending areas
- Public health/prevention agenda provides common ground

## Barriers to Integration

Barrier	
Organisation based thinking	Requires positive attitude and commitment from senior leaders of the organisations and to be reinforced in wider targets: e.g. based on whole population measures
Governance/hosting arrangements unclear	Joint commitment to write in dispute resolution before dispute and monitor what works in practice
Appetites for risk not matched	Organisations need to accept risk in joint working, may need to modify appetite, discuss possible issues in advance through development of a joint risk register
Approach to IT and data protection issues	Proactive approach which seeks ways to share information whether or not systems can talk to each other.
Lack of mutual understanding	Talking / co-location / learning from best practice / Use of resources e.g. CIPFA/HFMA glossary and integration training

## How can we make it work?

- Take time to **share goals and understand** headaches, no-brainers & no go areas for partners
- **Look for the advantages** of joint working not the barriers
- **Agree principles** to build trust and common understanding
- Consider **overall 'place' resources** rather than individual organisations
- Plan some **short term gains** to build trust and momentum
- Acknowledge that risks may be different. **Mitigate risks for partners** where possible.
- Identify central/shared resource to undertake or facilitate the work, **make it a priority** rather than another add-on

## Whole System Thinking is Needed

*In the integrated world, the key is to get the best value for the public pound, and that's a cross-organisational aim. Finance staff should be driven by and support what's good for the whole health and social care system rather than what's good for their organisation alone. They should be enablers, not blockers. They should help empower change through participative budgeting; a focus on outcomes; transparent presentation of the long term effect of decisions; and should encourage, not discourage, the taking of appropriate risks. For example, the right thing may be to invest without strict proof of what will work – because, in the face of current pressures, the risk of doing nothing is greater.“*

**Rob Whiteman CIPFA, Chief Executive, CIPFA**



**\ thank you**

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