

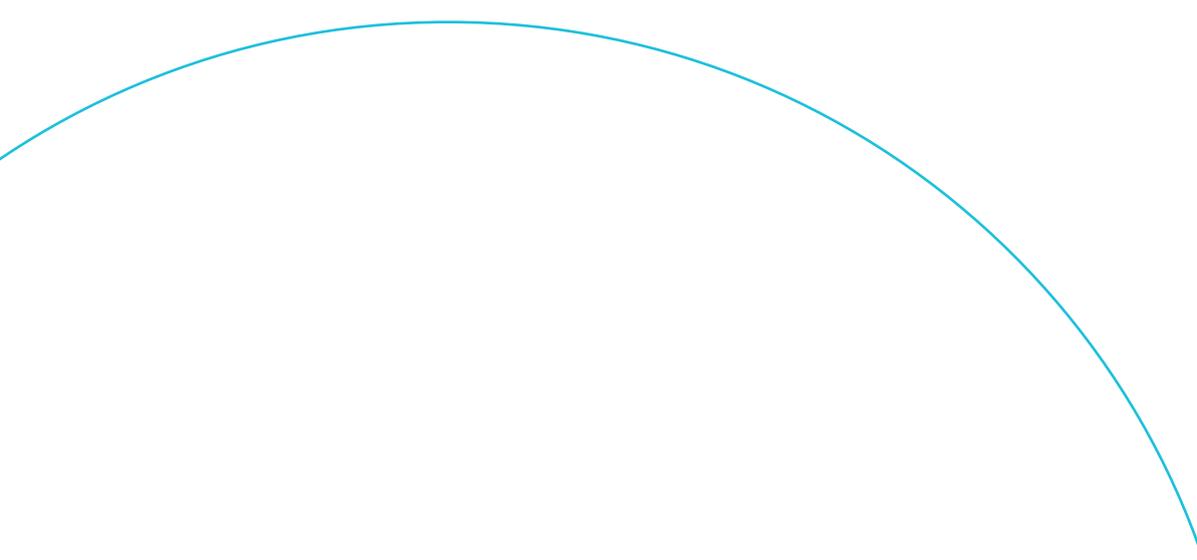
Health and Social Care Integration Update 2017

It has been over two years since the NHS Five Year Forward View was published and NHS England has now published the “Next Steps on the NHS Five Year Forward View”.

Integration between health and social care with the aspiration of full integration by 2020 is still a key objective although the emphasis has shifted from new corporate structures to aligned decision making and individual accountability. Integration potentially covers all levels from consultation, planning and commissioning, aligning outcomes and processes, through to full engagement with joint or devolved decision-making and integrated provision of services. Local health and care systems will need to rely upon the **Joint Strategic Needs Assessment** and **Health and Well Being Strategy** as well as the national policy agendas such as those relating to cancer and obesity in determining plans for action.

Hopes for integrating and transforming health and social care are now pinned on **Sustainability and Transformation Plans** which are evolving into **Sustainability and Transformation Partnerships** (‘STPs’). These STPs are not new statutory bodies as they are intended to supplement the accountabilities of individual partners of the STP.

From April this year, all NHS Organisations are required to form part of an STP which will:

- form an STP board from the constituent organisations and include appropriate non-executive participation, partners from general practice and local government (where appropriate). These arrangements need to include appropriate decision making mechanisms for strategic decisions between organisations;
 - result in NHSE/NHSI appointing/re-appointing an STP chair/leader using a fair process;
 - ensure that the STP has the necessary programme management support by pooling expertise and people across local trusts, CCGs, CSUs and other partners;
 - be able to propose an adjustment to their geographical boundaries, where it is appropriate to do so.
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NHS England and NHS Improvement have said that if it becomes apparent to them that an individual NHS organisation is standing in the way of collaboration they will (on the recommendation of the STP (as appropriate)) take action to unblock progress using the full range of interventions at their disposal. Therefore it is critical that the arrangements put in place at STP level to ensure that any STP decision-making and governance framework is robust enough to ensure that all partners are able to effectively collaborate and take decisions between themselves and have an appropriate dispute resolution mechanism in place to deal with any issues that may arise between the partners.

STPs are not exclusively for NHS organisations as we have seen many examples which are inclusive of local authorities. The Next Steps on the NHS Five Year Forward View acknowledges that 'Accountable Care Systems' ('ACS') will be evolved forms of an STP and will be the next step in achieving transformation and integration of health and social care. They will be systems in which NHS organisations, often in partnership with local authorities, choose to take on collective responsibility for resources and population health and social care through 'accountable performance contracts'. ACSs will need to embrace collective decision making and create a governance structure which aligns with individual statutory accountabilities and works in an integrated way.

Each ACS will be unique in its structure and will work according to the needs of different parts of the county. They may involve networks or federations – or more formal alliances or mergers - which go beyond the partnership boards which have traditionally overseen cooperation in the health and care sectors. ACSs will need to establish governance arrangements that involve the public and patients in contributing to shared decision-making alongside public service leaders and private sector partners. Clarity on the role of the Health and Wellbeing Board and health scrutiny should also be addressed.

Whatever models are chosen, they will need to pass some tough legal thresholds and have rigour around leadership, clarity of functions and outcomes sought, delegation and decision-making as well as conflict resolution.

About Bevan Brittan

We are at the forefront of advising clients in connection with health and social care issues and their responses to increasing calls for closer collaboration. Our ability to do this and to respond to the various issues and complexities that are invariably and commonly raised by these initiatives (including powers, governance, structures, procurement, competition etc.) is drawn from several different strands of our practice which we bring together for the benefit of our clients.

We have a unique insight into health and social care. We act for more than 140 health bodies, several central government departments, have acted for every local authority in England, and advice more than 100 private and independent sector entities in their relationships with the public sector.

We have worked with a range of bodies to develop schemes for lead commissioning, joint commissioning through parallel committees or joint boards and the establishment of unified teams and the structures needed to support them. This includes:

- Advising in connection with 30 Better Care Fund schemes many of which have either used existing or developed fresh joint or lead commissioning for the services comprised in the schemes and a number of Vanguard.

We offer market-leading experience of partnering and other integration arrangements in health and local government and have worked on all of the different models of partnering including informal arrangements that are aligned, through to Accountable Care Organisations and full integration by the transfer of functions.

We are also at the forefront of the development of structures to commission and deliver new models of care. We are advising nine of the PACS, MCP, Urgent and Emergency Care and Acute Care Collaboration Vanguard, and we are in discussions with a number of other organisations looking to develop new ways of working to deliver integrated and sustainable care in the context of a variety of contractual and corporate structures.

We are also working with a wide range of health and local authority organisations in relation to their STP plans, as well as many individual organisations looking to create partnerships for better collaboration and integration of health and social care services.

We would be happy to share our broad experiences with you, or to work with you to design the solutions to fit your requirements through a bespoke workshop.

Your Health & Social Care Integration Team



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