

**Report To:** Cabinet  
**Date of Meeting:** 14 January 2014  
**Lead Member / Officer:** Bobby Feeley / Phil Gilroy  
**Report Author:** Phil Gilroy  
**Title:** Framework for Integrated Services for Older People

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**1. What is the report about?**

This report informs Members about the intentions of Welsh Government to establish integrated health and social care services for older people with complex needs.

**2. What is the reason for making this report?**

A decision is required on the attached draft Statement of Intent document (appendix 1) that Welsh Government have requested be submitted by the end of January 2014. The statement is a regional document as requested by Welsh Government but highlights areas of good practice that have developed in Denbighshire.

**3. What are the Recommendations?**

That Cabinet agrees that the attached draft Statement of Intent be submitted to Welsh Government as an initial regional response to the Welsh Government document "*A Framework for Delivering Integrated Health and Social Care*" (July 2013) (appendix 2).

**4. Report details.**

4.1 "*A Framework for Delivering Integrated Health and Social Care*" states that, for older people with complex needs, it wants to bring an end to 'fragmented care' that 'wastes resources, effort and opportunities' and it sets out 'essential requirements that must be put in place as the standard model across Wales'.

4.2 The document defines integrated care for people needing care and support as: "*My care is planned by me with people working together to understand me, my family and carer(s), giving me control, and bringing together services to achieve the outcomes important to me.*"

Regionally, we have also suggested an organisational definition as: "*A single system of needs assessment, commissioning, and/or service provision that aims to promote alignment and collaboration between the care and the cure sectors*". (Ham, 2008)

4.3 The Welsh Government document requires a series of actions to be undertaken regionally and the focus of this report is on those actions required by the end of January 2014.

4.4 All local partners must sign off and publish a Statement of Intent on Integrated Care, setting out clearly how:

- they will build an appropriate workforce across all partners as an early opportunity to enhance the citizen's experience;
- they will ensure a relentless focus on delivering locality based citizen centred, co-produced services, focusing upon the pivotal role of primary care services in delivering person centred care.
- they will maintain robust local partnership arrangements that reflect a willingness to delegate responsibilities;
- they will provide leadership and commitment at all levels and across all sectors, with explicit governance and accountability arrangements;
- a single commissioning plan will operate across partners, moving over time to a consistent approach across Wales;
- collaborative resource management will be managed through options such as a financial governance framework; joint commissioning plans and intentions; pooled and/or integrated budgets;
- pooled budget arrangements will be extended, stating first what these currently are .

4.5 Also, in developing the service, partners should develop shared local health and social care outcome measures that will demonstrate the impact of integration and drive further progress.

4.6 Nationally, the development of integrated service delivery for all people with complex care and support needs is supported by relevant professional bodies such as the Association of Directors of Social Services (ADSS) as a way of improving outcomes for people in need while managing the increasing demands resulting from demographic change and reductions in funding for Local Government.

4.7 The regional statement identifies a number of future intentions, including the exploration of:

- Strengthening governance arrangements,
- Reviewing existing partnerships,
- Developing joint commissioning strategies,
- Identifying existing resources at Locality levels and exploring the potential for pooled budgets to deliver improved outcomes for individuals and organisations,
- Developing co-located teams with single line management arrangements,
- Developing a shared information system,
- Developing outcome-focused, citizen-directed services,
- Implementing a county-based Single Point of Access,
- Implementing the new Welsh Government Guidance "*Integrated Assessment Process for Older People*".

Any changes to current arrangements arising from this exploration will be brought back to Scrutiny and Cabinet for comment and a decision.

4.8 Locally, Denbighshire has a history of working jointly with health services through a number of successful service developments, including:

- Integrated Mental Health Teams
- Denbighshire Health & Social Care Board
- Community Equipment Service

- Co-located Learning Disability Service
- Seasonal Planning

and the intentions in the statement do not affect the future developments we are working on locally such as the Single Point of Access, joint locality teams or roll out of Enhanced Care at Home.

- 4.9 The work to develop the co-located team in Hafan Lles was intended to be the start of more formal integration in North Denbighshire. This was put on hold as the new Health Board came into existence but the direction of travel from Welsh Government gives us an impetus to refocus on this and, in doing so, to ensure that it also reflects the issues facing rural areas.
- 4.10 In addition, Denbighshire County Council and Betsi Cadwaladr University Health Board have reached agreement on the arrangements for delivering the first phase of a Single Point of Access for community health and social care services. This will be in place by April 2014 and is a key strand for the delivery of integrated services.
- 4.11 As part of the work for the single point of access, a range of shared outcome measures have been developed that will be able to inform how well integration is working for people in need as well as organisations. The key questions are:
- Will it improve quality of life?
  - Will it improve the quality of care?
  - Will it improve the citizen's experience?
  - Will it maximise cost efficiencies?
- 4.12 All of this work is governed through a structure that includes Locality Leadership Teams and The Denbighshire Health & Social Care Board, at which sit senior managers and politicians from the Council as well as senior managers from the Health Board.
- 4.13 The statement has been written on a regional, sub-regional and on a county wide basis, acknowledging that, at the time of writing, no statement has been received from the Commission for Public Services on future local government arrangements..
- 4.14 While acknowledging that there is no single model across North Wales for integrated services, the components of a service model identified in the statement are ones the group recognise as meeting 4 key themes identified by older people when asked about the service difficulties they experienced, namely:
- co-ordination of care,
  - continuity of care,
  - straightforward and consistent referral and communication systems
  - access to services

## **5. How does the decision contribute to the Corporate Priorities?**

The development of integrated health and social care services contributes to the corporate priorities:

- Vulnerable People are protected and are able to live as independently as possible
- Modernising the council to deliver efficiencies and improve services for our customers

## **6. What will it cost and how will it affect other services?**

Integration is intended to reduce management costs within community services and this is reflected in the budget plan for Adult & Business Services over the next 3 years.

## **7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.**

An Equality Impact Assessment will be undertaken as part of the exploration, with a particular emphasis on issues relating to Welsh language and rurality.

## **8. What consultations have been carried out with Scrutiny and others?**

The draft Statement of Intent in appendix 1 has been developed by a regional multi-agency group that has included the Head of Adult & Business Services for Denbighshire. The statement has been discussed at the Health & Social Care Board and Partnership Scrutiny Committee, the latter of which expressed support for the statement but added:

Whilst the Committee acknowledges that the current financial climate within which both local government and the health services operate, along with staffing structure uncertainties within the Health Board and uncertainties surrounding future local government structures in Wales, do pose a risk to the vision outlined in the Statement of Intent, the principles are to be commended. Consequently, every effort should be made to ensure that sufficient human and financial resources are available to deliver the seamless/integrated services outlined in the Statement for the benefit of local residents.

## **9. Chief Finance Officer Statement**

The detailed development of an integrated provision will have to be assessed as detailed proposals emerge to ensure that governance and financial arrangements are fully considered and that costs are equitably absorbed among partners.

## **10. What risks are there and is there anything we can do to reduce them?**

Working together with other agencies through integrated service delivery can bring risks associated with sharing responsibility for different organisational functions. This is mitigated through effective governance structures including the Denbighshire Health & Social Care Board.

## **11. Power to make the Decision**

S.111 Local Government Act 1972.