

Report To: Partnerships Scrutiny Committee

Date of Meeting: 6 November 2014

Lead Member / Officer: Bobby Feeley / Phil Gilroy

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Title: Framework for Delivering Integrated Services for Older People with Complex Needs (Statement of Intent)

1. What is the report about?

This report is about the work undertaken by Betsi Cadwaladr University Health Board (BCU) and Denbighshire Adult Social Care Services to deliver the Statement of Intent in delivering integrated services for older people.

2. What is the reason for making this report?

To provide information to Members on the actions taken to progress the development of integrated services and governance structure in relation to delivering integrated services for older people.

3. What are the recommendations?

That Members consider the actions and provide comment as appropriate.

4. Report details.

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

- Strengthening governance arrangements,
- Developing co-located teams with single line management arrangements,
- Implementing a county-based Single Point of Access,
- Developing outcome-focused, citizen-directed services,
- 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 a shared information system,
- Implementing the new Welsh Government Guidance "*Integrated Assessment Process for Older People*".

Locally, the focus has been on the first 3 of these, although Denbighshire contributes to the regional agenda through a range of groups that are tasked with implementing the others

4.2 Regional Work

4.2.1 Integrated service model, including the continuum of services

High level (population) outcomes are being developed through the Integrated Services Board. These will link with the population outcomes identified in each of the Local Authority Single Integrated Plans and be supported by well-being outcomes for individual projects under the Intermediate Care Fund. Elements of a shared model for integration are also being developed for agreement, which will be built around Single Point of Access; Information, Advice and Assistance; health promotion and early intervention; co-location of services; care co-ordination; risk stratification and the development of the continuum of services approach.

4.2.2 Resource management, managerial and service integration including information systems

Current budgets, estates and staffing are being mapped in each locality to support discussions on potential future integration. A regional IT group is linking into the national procurement of the Community Care Information System. Opportunities for further development of social enterprise will be reviewed on a local as well as regional basis.

4.2.3 Governance Arrangements

Governance arrangements are currently being reviewed. There is agreement to revise the terms of reference, role and membership of the NWSSIC/BCU Forum and the Social Services and Health Programme Board to reflect the Welsh Government (WG) structure and requirements, and meet commitments given under the Transformation Fund. The new forums will be known as the Partnership and Leadership Forums and a Citizen Panel is to be established.

4.2.4 Model for joint commissioning

A tender exercise for support to the Strengthening the Connections Fund initiative on a joint commissioning framework was unsuccessful in attracting bids of sufficient quality. A retendering will be undertaken shortly. The work will also need to link with the development of the new commissioning arrangements proposed within the Health Board, with the development of Area teams.

4.2.5 Integrated Locality and Community Services

Work in this area is being taken forward through the Locality Teams and also supported by the Intermediate Care Fund. A progress report will be given to Scrutiny Committee under the separate agenda item.

4.2.6 Integrated Assessment and Care Management

Work to implement the new Integrated Assessment process is being led by regional champions from the Health Board and from Flintshire County Council, representing the Local Authorities. Good progress is being made although there is a need to ensure that training and communications continue in order to ensure all sectors are aware of and comply with requirements. The development of Single Points of Access also sits within this priority and is being rolled out across North Wales under the management of a regional group.

4.2.7 Engagement and co-production

A Citizen Panel is to be set up as described under 4.2.3 above. The development of a shared approach to engagement is a next priority.

4.3 **Work within Denbighshire to Strengthen Governance**

4.3.1 Members will be aware of the Denbighshire Health and Social Care Board which sits within the governance structure for integration (see appendix 1) and which is attended by senior officers from BCU, the Local Authority and the 3rd Sector as well as a number of elected Members. The purpose of this Board is to remove any barriers to integrated working and to make decisions that require senior officer input. The Board will be reviewed over the next few months in line with the changing structure within BCU.

4.3.2 A recent development is the establishment of a Joint Locality Forum which consists of operational managers from the Health Board, the Local Authority and the 3rd Sector and which is responsible for implementing any actions in order to further integrated working. This group reports to the Health & Social Care Board through the Head of Adult & Business Services who chairs the Forum. This has been a key development in strengthening the governance arrangements and working through practical issues in relation to integrated working.

4.3.3 Reporting to the Forum are the 2 Locality Leadership Teams (North Denbighshire and Central/South Denbighshire) which comprise a wide range of operational staff from any agencies that provide services within the Locality, including GPs. These teams have an action plan that is overseen by the Forum and have priorities that are set by themselves as well as by the Forum.

4.4 **The Intermediate Care Fund**

4.4.1 Much of the work of the Joint Locality Forum has been to manage expenditure in relation to the Intermediate Care Fund (ICF), a one off funding stream from Welsh Government intended to reduce the need for people to come into, and support their timely discharge from, acute health and long term social care services through the following themes:

- i. Enhance Integration, and remove barriers to integrated working, across Local Authorities, Health, Third and Independent Sectors Removing Barriers
- ii. Strengthen the Reablement Ethos and Enhance Range of Community Based Services
- iii. Provide More Responsive Services
- iv. Avoid Unnecessary Hospital/Care Admissions

4.4.2 The amount of funding for Denbighshire is £1.65m, split between £1.1m for revenue funding and £0.55m for capital. A list of the projects being funded are attached in appendix 2 and are largely related to the 2 other local intentions in the Statement of Intent: *Developing co-located teams with single line management arrangements* and; *Implementing a county-based Single Point of Access*. The detail of the progress being made in these is included in a presentation elsewhere on this agenda.

4.4.3 Nationally, lobbying has taken place with Welsh Government to extend this fund past 1 year to enable the intended outcomes to be achieved more fully and practices embedded in teams so that the benefits can continue without the additional funding. Unfortunately this has not been successful and the funding ceases in March 2015.

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 is being undertaken in relation to the changes in service delivery but it is not expected that this will show any disadvantages for any group with protected characteristics. The changes are designed to improve access to services by all client groups and also to improve outcomes for vulnerable and frail people.

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

This matter was discussed by Partnerships Scrutiny in December 2013.

9. Chief Finance Officer Statement

The projects funded by the ICF need to be carefully managed to ensure they are contained within the one-off funding available as the Draft Local Government Settlement confirms that the ICF will not continue beyond 2014/15.

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

There is a risk that some of the achievements gained from the use of the Intermediate Care Fund will be lost when this ends. This is subject to discussion between all interested parties both locally through the Health & Social care Board and regionally through the Integrated Services Board.

11. Power to make the Decision

Article 6.3.4 of the Council's Constitution.
S.111 Local Government Act 1972.

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