

**Health and Wellbeing Board 9th July 2013
Adult Social Care – Next Stage Integration –
Wye Valley NHS Trust**

Appendix One – NSI Project Presentation

Next Stage Integration Project

**Herefordshire Health & Wellbeing Board
09 July 2013**



Objective of the session

- **Receive update on the Next Stage Integration project and understand the implications and opportunities for the wider health and wellbeing system**
- **Consider opportunities for synergy between health and social care commissioning to achieve service transformation**



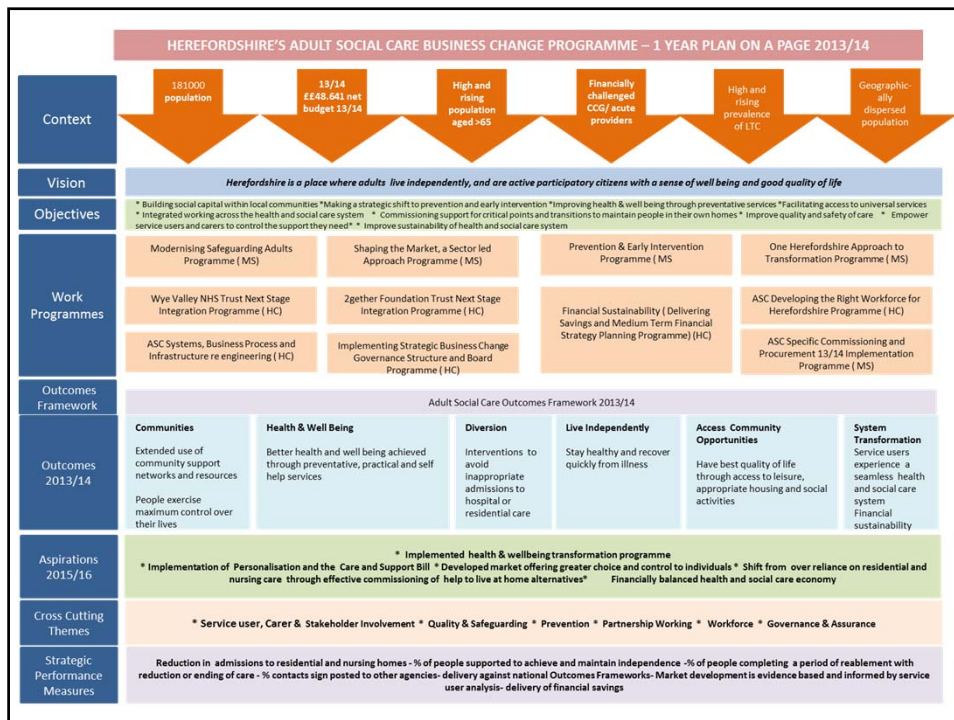
Context – the big picture

- Increasing choice and control for the service user and recognising reducing financial envelope constrains both health and social care services
- Every authority is facing similar challenges in maintaining services to the most vulnerable members of our society
- Personal budgets and individual choice and control will become the norm which people choose for themselves
- The need for integrated pathways that take forward both health and social care outcomes, quality and sustainability.



Context – the local picture

- Jointly planned services and jointly owned indicators that enable the service user to get support in a seamless manner
- More outward facing, community focussed approaches, information, advice and guidance
- Council role - Leadership in social care and better management of the assessment and review process to convert assessments into personal budgets
- New commissioning strategy with fewer block contracts
- Relationships with our suppliers that deliver co-production of services in line with the aspirations and choices of our service users

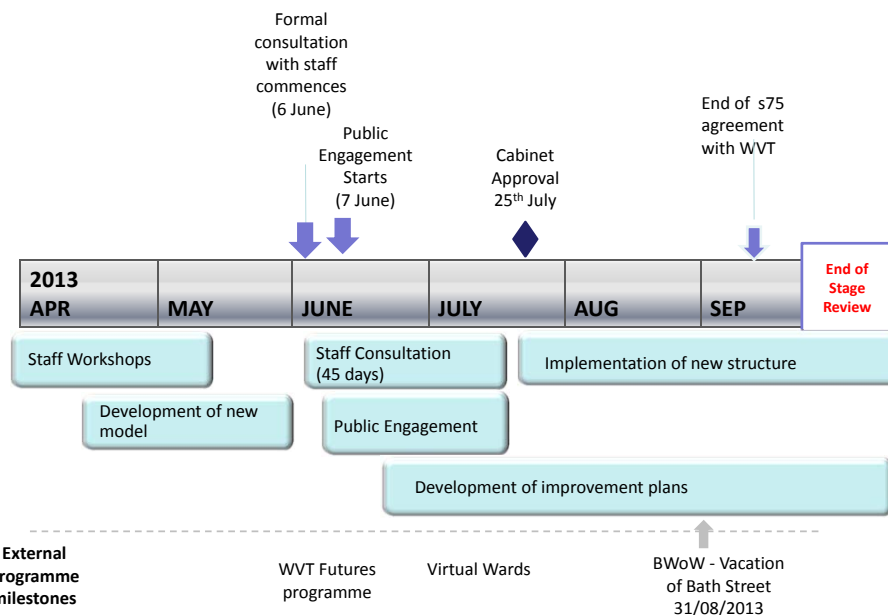


Next Stage Integration - Project aims and approach

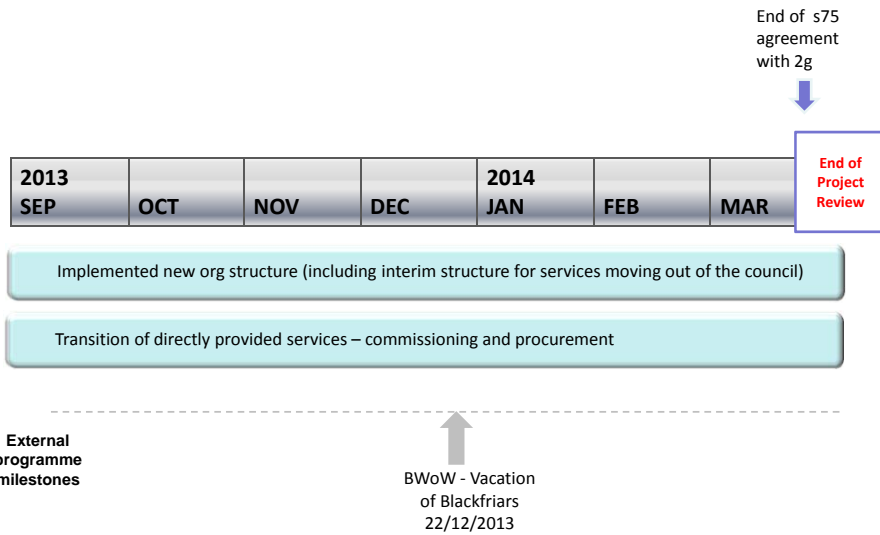
- Implement a new operating model that delivers greater choice and control for service users within a budget Herefordshire can afford
- Managed in 2 stages:
 - Focus for stage 1
 - Public and partner engagement
 - Options analysis and redesign
 - Organisational restructure
 - Focus for stage 2
 - Implementation and integration
 - Commissioning programme



Outline Plan – Stage 1 (to Sept 2013)

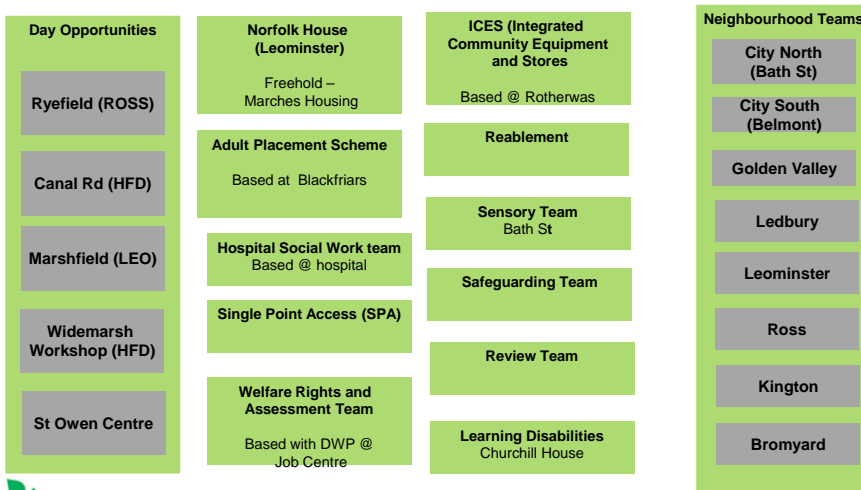


Outline Plan – Stage 2 (to March 2014)



Current Model – Commissioned through s75 with WVT

Current no of staff: 254.20 FTE
Cost : c£10m



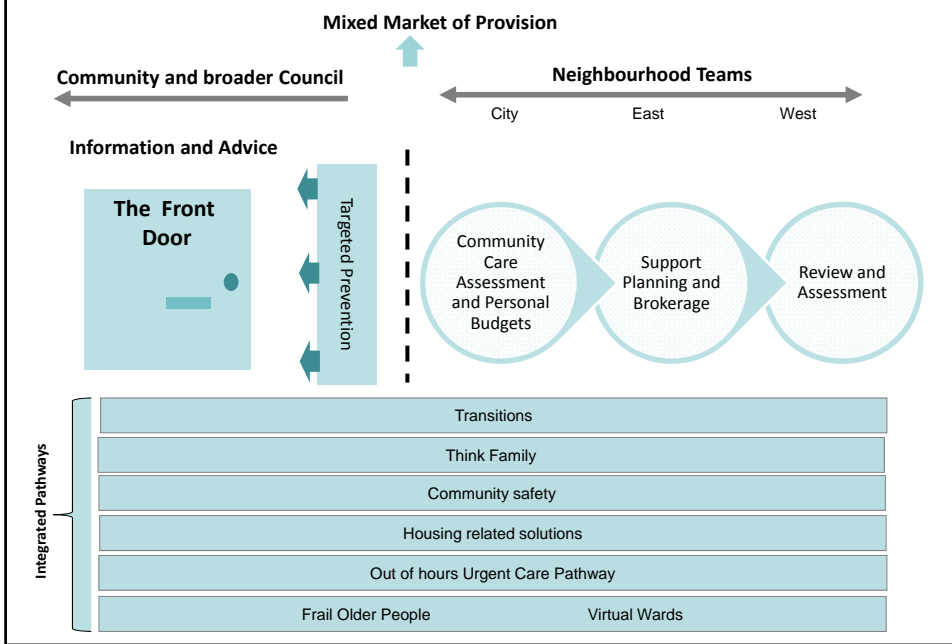
Issue with current model

- **Significant variations** in individual services in terms of **performance, cost** and service **user and carer satisfaction**
- Focus on transactional activity, operational and days to day issues
- A multiplicity of systems and process, characterised by numerous access points and **significant waiting lists**
- **A focus on hospital discharge**, and prevention services not focused on working closely with primary care
- A pathway that does **not offer sufficient choice and control** in line with self directed support, and has **over bureaucratic systems and processes** and poor data quality within the case management system
- **Insufficient professional social care leadership** and a lack of alignment with the recommendations of the Munro review, and significant retention and recruitment issues for qualified social workers
- Continued provision of direct care and regulated services, which **does not reflect the overall strategic approach** of the council as it moves towards a commissioning approach and move away from direct provision

Key Design Principles – New Operating Model

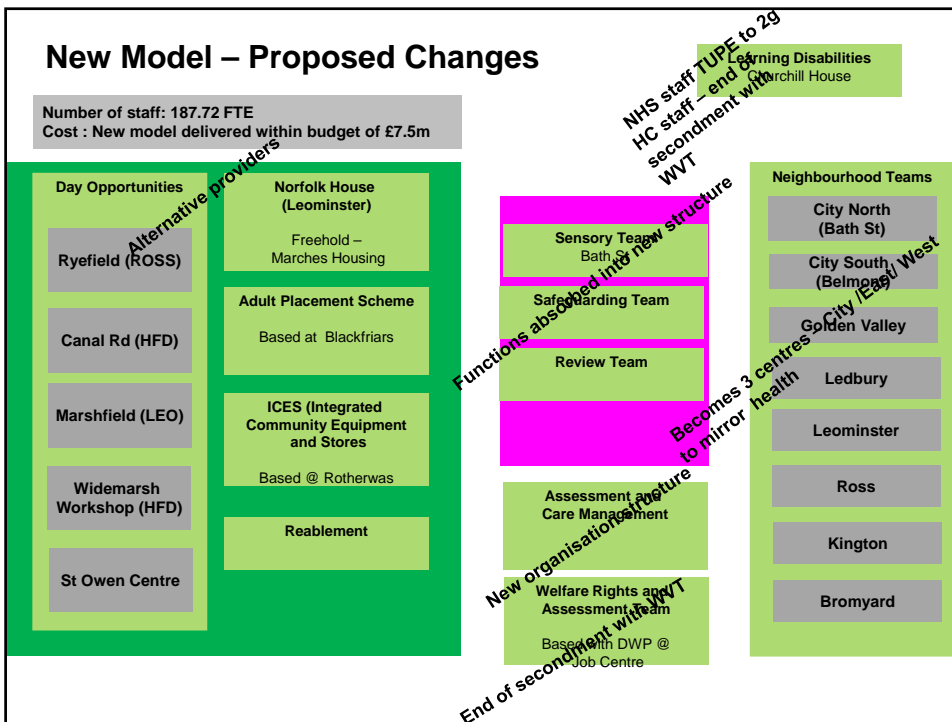
- **Accelerated Integration** meaning integrated pathways, with **NHS, Housing, environment and Communities focus on community connections**
- **Social Work and Occupational Health Leadership** and governance reflecting national good practice
- **A point of access to adult social care that is closely aligned with broader council services** with specific focus on information and advice, housing and financial advice
- Personalisation/Choice and Control core principle – User Led and Carer led in design, planning and delivery
- Rapid response and access to reablement, telecare and specialist advice and guidance is integrated into broader primary and urgent care pathways
- Where people require **long term adult social care support, they have a personal budget, and a range of support planning and brokerage options are available to them**
- That the council intends to **divest itself of direct care provision** and other functions, commissioning these from the wider market (includes mutuals, independent and voluntary sector)
- Safeguarding Adults is everyone's business
- Virtual wards and a neighbourhood focus is a key priority for the CCG and the structure has been developed to reflect this priority and a shift towards a greater focus on preventing people going into hospital

Adult Social Care – Proposed Model (Overview)



New Model – Proposed Changes

Number of staff: 187.72 FTE
 Cost : New model delivered within budget of £7.5m



Project Deliverables – Where are we at?

Stage 1 (Apr – Sep)

- Staff engagement – team level workshops with all staff ✓_(Done)
- Development of proposed new operating model ✓_(Done)
- Development of underpinning management structure ✓_(Done)
- Public engagement to understand needs and soft market testing
- Formal staff consultation
- Cabinet approval (25 July)
- Improvement planning (started but more work to do)
- Headcount reduction (66.48 FTE)

Stage 2 (Sep – Mar 14)

- Assessment and care management services (back to Council)
- Commissioning of 5 services:
 - Reablement
 - Integrated Community Equipment Stores (ICES)
 - Norfolk House
 - Day Opportunities
 - Adult Placement Scheme
- Integrated pathways

Project Governance – Recommendations to Cabinet:

- Notes the achievements of the NSI Project to date
- Agree the proposed operational model and organisational structure for those functions currently part of the Wye Valley s75 and subsequent headcount impact
- Agree the future commissioning arrangements for the Learning Disability Community Service (Health)
- Authorises the Director of Peoples Services to implement the proposed model, organisational arrangements and undertake the commissioning of the required services reporting to the Cabinet Lead for Adult Social Care as appropriate
- Delegate the contract award decision process to the Director of Peoples Services in conjunctions with the Cabinet Lead for Adult Social Care as appropriate.
- Note the financial implications for the 2013/14 & 2014/15 ASC Revenue Budget

Route to Cabinet (25 July) - Stakeholder Briefings

Group/Committee	Date
Cabinet 28 Day Notice	Published 14 th June
Management Board	18 th June
Cabinet Briefing	20 th June
Members Seminar	1 st July
HCCG Board	2 nd July
Health & Wellbeing Board	9 th July
Service Transformation & Innovation Group	9 th July
WVT Board	tbc
Health & Social Care Overview & Scrutiny	11 th July
Cabinet Meeting	25 th July

Next Steps - Priorities

- **Public and stakeholder engagement top address the wicked issues**
- **2g kick off – Next Stage Integration project kick off**
- **Joint development of improvement plans with CCG**
- **Whole systems thinking**

Further information

Next Stage Integration – project intranet site (includes staff information, business case, project timeline, Job descriptions)

<http://intranet/intranet/content/63689.asp>

External Website - information for providers, survey, case study on personalisation

<https://www.herefordshire.gov.uk/transformingadultsocialcare>

