

NEXT STAGE INTEGRATION - PROJECT OVERVIEW

Why are we doing the project?

The council currently commissions Wye Valley Trust and 2gether Foundation Trust to manage and provide a range of adult social care services on its behalf which are delivered through integrated arrangements. Staff within adult social care are currently seconded from the council to both organisations. These commissioning arrangements have to be reviewed because the existing arrangements will cease when the current S75 agreements (the contract used to support these arrangements) come to an end in September 2013 (WVT) and March 2014 (2gether). The Council also has to take account of the Care and Support Bill, the financial outlook and future transformation.

The council, in conjunction with the Clinical Commissioning Group (CCG), is considering how it can continue to deliver high quality integrated community health and social care through transforming our approach to give residents greater choice and control, enable better management of demand for services and identify more cost effective approaches to meet statutory responsibilities. This project is the framework to ensure that we achieve this goal.

The financial stability of the council and Wye Valley Trust is under significant pressure. The local authority has been particularly badly affected due to the way central government has changed the way funding is allocated. Government grant has been reduced by 33% since 2010 and is being reduced by a further 30% from now until 2015. Further funding announcements are expected in June to cover the 2015-16 year. Councils are limited by the amount they can increase Council Tax to address this reduction in government grant. Herefordshire has also been slower than other councils in transforming services to date, and this, combined with the growth in older people means we have a savings plan (within ASC alone) of £7.9m to ensure we deliver a balanced budget of £48m in 2013/14, plus additional pressures of £3.9m to be recovered. As part of these savings plans, the Next Stage Integration project needs to deliver £1m in 2013/14 and this includes a headcount reduction.

What do we mean by Next Stage Integration?

Integrated care pathways for service users is absolutely the right thing to do and this will remain at the heart of any new models of working in order to retain, and in some cases, make more effective the integration practices of health and social care teams along with other providers.

Next Stage Integration does mean:

- ✓ Multi-disciplinary teams working together to achieve better experiences and better outcomes for the service user
- ✓ Focus on self directed support, choice and control
- ✓ Co-location for those working closely together where possible
- ✓ Shared team objectives and values to achieve a common aim
- ✓ Access to information and systems to enable whole view of service user and reduce duplication

It doesn't mean:

- ✓ Everyone is necessarily employed by the same organisation

What will the project deliver?

The project will develop alternative options for a new service delivery model which supports the objective of “Right care, right place, right time” within a budget Herefordshire can afford.

This will mean that there may be different options for different services and functions and timescales required to implement any preferred option may mean an interim solution being put in place.

Potential alternative delivery models may include all or some of these options for different functions and services:

- Directly employed staff remain with the local authority

- Re-commissioning different elements from a range of providers this could include the NHS, independent and third sector provider
- Strategic partnership and pathways across different elements of service delivery
- Employee mutual (Public service mutuals are organisations that have left the public sector but continue delivering public service. Employee control plays a significant role in their operation)

What are the key milestones, timescales and deliverables?

Date	Milestones, Activity and Deliverables
April 2013	Project kick off and appointment of project leads, reporting process and project management activities
April/ May 2013	Staff workshops and stakeholder meetings to understand views on potential alternative models of delivery
Early May 2013	Development of revised delivery model
By end of May 2013	Draft model/options reviewed by key stakeholders Formal consultation on any headcount reduction
June/July 2013	Public engagement
18 th June 2013	Approval process through Herefordshire Council Leadership team
25 th July 2013	Cabinet approval (where required)
1 st September 2013	Interim and/or full arrangements in place (relevant to each service solution)
13 th September 2013	End of s75 agreement with Wye Valley Trust
31 st March 2014	End of s75 agreement with 2gether Foundation Trust
March 2014	Project close

Who are the core project team?

Lead officer and Project Sponsor	Helen Coombes (Assistant Director of Adult Social Care)
Project Manager	Donna Etherton
Project Consultant	Grace Hampson
Commissioning Lead	Amy Pitt
Communication Lead	Carla Preston
Finance Lead	Ruth Taylor
HR Lead	Andy Bailey

For further information on the project, please contact Donna Etherton
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