

TRAFFORD COUNCIL

Report to: Executive
Date: 26th June 2017
Report for: Discussion
Report of: Executive Member for Health and Wellbeing

Report Title

Health & Social Care Integration Update

Summary

This report sets out the partnership work to be undertaken by Trafford Council and Trafford CCG on the path to integration.

Recommendation(s)

- i) That the Executive notes the information regarding the approach to integration, including commencement of the initiatives detailed in the report.**

Contact person for access to background papers and further information:

**Name: Ian Tomlinson
Extension: 1214**

Implications:

Relationship to Policy Framework/Corporate Priorities	The Council is a signatory to the Greater Manchester devolution agreement which incorporates a requirement to deliver an integrated health and social care system by 2020.
Financial	As part of the integration work a robust and detailed cost benefit model is being developed and the savings contained in this model will be reflected in the CCG and Council medium financial plans.
Legal Implications:	As part of the integration work a robust approach to legal planning and risk is in progress.
Equality/Diversity Implications	None specific to note, outside of those described in the Trafford Locality Plan and Health and Wellbeing Board priorities.
Sustainability Implications	N/A
Resource Implications e.g. Staffing / ICT / Assets	None noted at this stage, to be determined as the project progresses further.
Risk Management Implications	To be completed as part of the due diligence.
Health & Wellbeing Implications	The overall benefit of integration to staff, residents, partners, and other stakeholders will be described in full all future reports.
Health and Safety Implications	None noted at this stage.

Introduction

Trafford is relatively affluent with a wide range of social assets, high educational attainment, relatively low crime rate, high proportion of good quality housing in many parts of the borough, relatively high employment and internationally recognised sporting infrastructure. Trafford's residents enjoy better than average health outcomes and life expectancy is high. However, there are still areas of the borough which are amongst the most deprived in England and have remained so in recent years

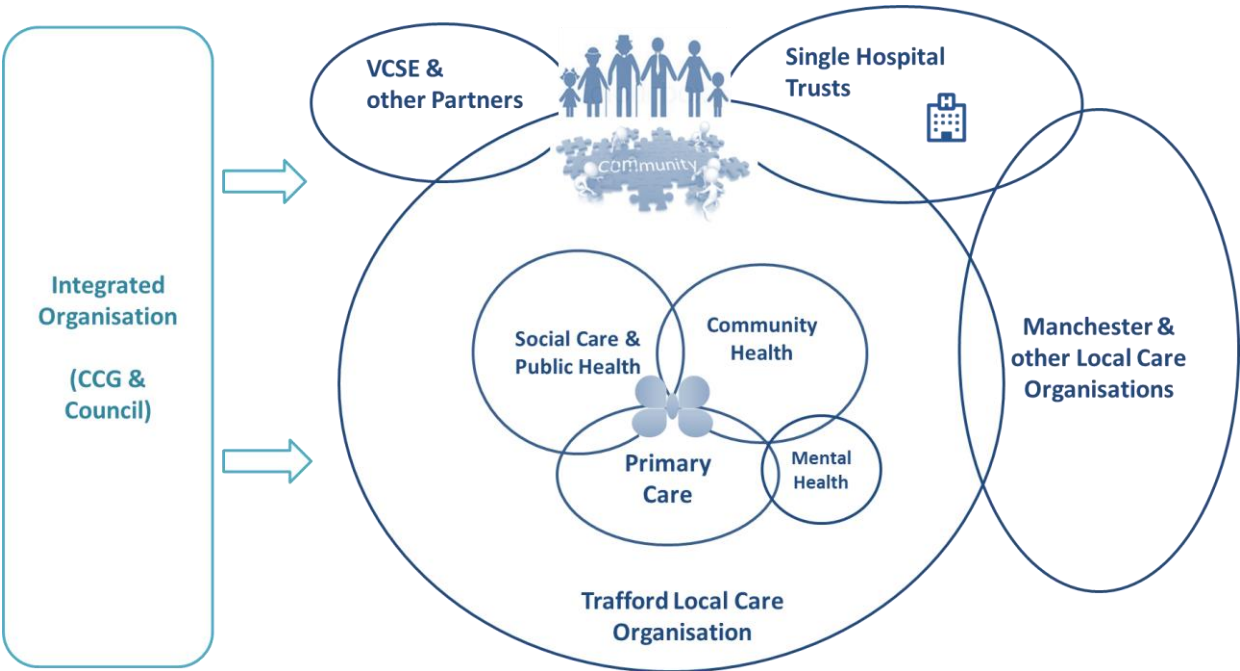
These poor outcomes lead to a position where, even though Trafford are in the top third of local authorities on our Index of Multiple Deprivation (i.e. less deprived) Trafford are in the bottom third on the health domain.

To close this gap, significant decisions need to be made to ensure we meet the health and social care needs of Trafford residents and we have already had to start taking them to reduce demand (particularly in high demand areas such as social care), or through pooling budgets to ensure the medium term financial sustainability of both organisations.

Trafford's 2020 Locality Plan was agreed in March 2016 and is focused on the need to develop a sustainable Health and Social Care Economy which will close our substantial financial gap.

The vision in the Locality Plan is: *"by health and social care working together we will improve the quality, range and access to services for the people of Trafford"*.

Over the last year, Trafford Council and the CCG have worked together to establish foundations to realise this vision. Trafford has identified several pivotal workstreams and agreed the outline of a new delivery model for health and social care services:



Integrated Organisation

An important workstream in this new approach is a new organisational model that moves the focus of demand activity away from specialist and acute provision to one of self and early help and prevention where people are at the heart of our approach.

This will require significant re-engineering of the public service system in Trafford, where currently, we spend the majority of our resources in the specialist and acute sector. This will require also require a fundamental change in behaviours and cultures of our workforce to move from prescribing and meeting need to an enabling way of working.

To enable this shift, Trafford Council and CCG need to come together as an integrated organisation supported by the establishment of a single commissioning function within this new arrangement. The table below describes how this will happen through a phased approach.

Stage 1 (Apr 17 - Oct 17)	Stage 2 (Nov 17 – Mar 18)
<ul style="list-style-type: none"> • Citizen and Staff Engagement • Establish Integrated Commissioning Function • Agree Joint Finance and Back Office Functions • Prospectus Launched 	<ul style="list-style-type: none"> • Citizen and Staff Consultation • Establish Single commissioning function • Establish Integrated back office functions • Establish an Integrated Single Organisation • Complete LCO Design

Stage 1 would move back office functions into single, joined up services, including finance functions, HR, IT, estates, legal, procurement etc. reporting to a single management team. It also establishes an Integrated Commissioning arrangement (inclusive for example of all community/out of hospital services, CHC, learning disability, children's services, public health, etc.) that reports to the Integrated Commissioning Board. The CCG AO accountability is maintained.

Stage 2 would further collapse existing CCG and Council functions into a single commissioning function. It mirrors other models developing across GM in that it absorbs the AO role into the Council Chief Executive Function. It would move the CCG statutory functions into a new Directorate with a single leadership which could incorporate the DCS and DAS statutory role, subject to an options appraisal being developed.

The governance will be driven through an Executive function comprised of CCG governors and Elected Members.

The new integrated commissioning function will focus on strategic commissioning across the borough based on the JSNA, national and local requirements.

The financial benefits from integration include a whole system view of financial costs which would enable efficiencies in the commissioning of services and ease tensions on both organisations budgets.

This will be delivered through the pooling of budgets between the Council and CCG and work can start quickly in some areas to establish these, for example for learning disability services.

Risk sharing arrangements will need to be established but this should be reasonably straightforward as there would be a single view of the relative financial health of each organisation. So ultimately, the pooling of budgets will maximise how the Trafford pound is spent.

Any proposed changes will be introduced in line with the recommendations from the Trafford Locality GM Commissioning Review, and our change and programme management approach is being developed to ensure a robust process is in place to manage the transition.

It is requested that the Executive support the intention to progress the integrated organisational model taking a phased approach as described herein. A more detailed plan will be presented to Executive with formal recommendations regarding the integration proposals in July.

Transformation Fund Bid

Officers from Trafford Council and CCG, in partnership with relevant stakeholders are developing our Transformation Fund bid for submission to the GM Health & Social Care Partnership. The intentions to progress an integrated organisation model and single commissioning arrangement are proposed therein. The draft bid will be submitted on 30 June and will be finalised as part of the Transformation Fund Oversight process during July and August. We hope to secure the funding in Autumn 2017.

Other Options

This approach is in line with the GM Health and Social Care Partnership priorities for system wide reform which promotes integration. By not integrating we would not realise the full system wide benefits outlined in the paper.

Consultation

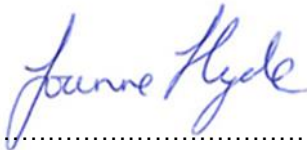
Consultation activities are being planned as part of the programme for the integration work

Recommendation

- i) That the Executive notes the information regarding the approach to integration, including commencement of the initiatives detailed in the report.**

Key Decision; No.

Finance Officer Clearance *(type in initials) NB*
Legal Officer Clearance *(type in initials) DA*



[CORPORATE] DIRECTOR'S SIGNATURE *(electronic)*.....

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.