

<b>TITLE</b>	<b>Developing a Memorandum of Understanding for Wokingham Integrated Partnership on Health and Social Care</b>
<b>FOR CONSIDERATION BY</b>	The Executive on 26 July 2018
<b>WARD</b>	None specific
<b>DIRECTOR</b>	Interim Director of Adult Social Services – Martin Sloan
<b>LEAD MEMBER</b>	Executive Member for Adult Social Care - Richard Dolinski

## **PURPOSE OF REPORT (INC STRATEGIC OUTCOMES)**

The purpose of this Memorandum of Understanding (MoU) is to set out how the Wokingham Integrated Partnership will work together over the next year within a 'shadow' Partnership.

This MoU is made between the following Partners: Wokingham Borough Council, NHS Berkshire West Clinical Commissioning Group, Berkshire Healthcare NHS Foundation Trust, Wokingham GP Alliance and Royal Berkshire NHS Foundation Trust

This MoU is not legally binding, it is a statement of joint intent which indicates the broad principles that the Partners will seek to apply when making decisions.

## **RECOMMENDATION**

That Executive agree and endorse the Memorandum of Understanding (MoU) between the following partners: Wokingham Borough Council, Berkshire West CCG (Wokingham Locality), Berkshire Healthcare NHS Foundation Trust, Wokingham GP Alliance and Royal Berkshire NHS Foundation Trust.

## **EXECUTIVE SUMMARY**

The purpose of this paper is to present and gain sign off of the Memorandum of Understanding (MoU) (Appendix 1) developed between Wokingham Borough Council, Berkshire West CCG (Wokingham Locality), Berkshire Healthcare NHS Foundation Trust, Wokingham GP Alliance and Royal Berkshire NHS Foundation Trust, for the provision of integrated adult health and social care services.

## **BACKGROUND**

The Partners intend to ensure integrated, high quality, affordable and sustainable health and care services are delivered in the most appropriate way for all adults resident in Wokingham Borough. The services currently in scope of this Partnership are:

- Community Nursing
- Intermediate Care
- Adult Social Care
- Primary Care
- Optalis Brokerage and Support
- Step-Up Beds
- Time to Decide Beds
- Community Navigators
- Public Health
- and any other area which the Partners collectively wish to include in scope

## **BUSINESS CASE (Including Options and Evidence of Need)**

### **1. Introduction**

1.1 Wokingham residents need health, social care, housing and other public services to work seamlessly together to deliver high quality care, value for money and safe care. More joined up services will help Wokingham and the Berkshire West system improve the health and care of local population. The overarching aim is to create an integrated health and care system for our population, which is sustainable for the long term.

1.2 Wokingham have been working on integrating Adult Health and Social Care through the Better Care Fund since 2014 and have successfully been able to integrate Urgent Health and Social care services during this time period which has led to maintaining performance on Delayed Transfers of Care (DTocS) and placements for permanent residential care. Our programme has been nominated for graduation status, in recognition as a leading centre in England for health and social care integration and which supports the acceleration of our aspirations.

1.3 Although significant strides have been made to improve quality and safety in most services, and building capacity within our programme of integration, the financial position across the system has deteriorated. Within this changing context, the original Better Care Fund Programme, whilst still contributing significantly to our collective vision, now needs to be enhanced and supplemented by a fuller consideration of what else can be done to address the full scope of system challenges.

1.4 Our Better Care Fund Programme submission for 2017 to 2019 set out the future for health and care services in Wokingham and to build on our success in Wokingham to date through enhanced governance, aligning with the emerging Berkshire West Integrated Care System (ICS). It proposes to bolster the existing Section 75 Partnership (between commissioners only) through a Wokingham Integrated Partnership (between commissioners and statutory providers) Memorandum of Understanding (MoU).

1.5 This is seen as a potentially helpful and necessary vehicle to cement our partnership working and provide a framework to mobilise our effort; and remove the barriers to integration necessary to achieve our aspirations.

1.6 Agreement was given in principle by partner organisations and Wokingham's Health and Wellbeing Board to establish a 'shadow' Partnership from April 2018 (operating under the collective description of Wokingham Integrated Partnership) subject to agreement of a supporting Memorandum of Agreement (MoU).

1.7 This paper sets out a Memorandum of Understanding (MoU) to build the foundation for, and define, our next phase of development during the shadow period. It is intended to provide a clear signal of intent for our direction of travel and the work programme to support this. It also sets out the high level implications for leadership, decision making and governance during the 'shadow' period.

1.8 The distinction between what we are proposing is in place from 1st April 2018 during the 'shadow' phase and what we might over time move to, is set out, with the work programme (Wokingham BCF Programme Plan/Roadmap to 2020) necessary to support this. The work programme builds in a number of 'gateways' where further Board approval would be needed to enable movement to the next phase. This will require ongoing refinement and consideration of the MoU as we mature and develop our shared approach.

1.9 This version of the MoU, therefore, is intended to be 'light touch'. It is seeking commitment and sign up from partner organisations to the next phase of work and how we work with each other over the next year, rather than a formal binding agreement. It has no legal status.

## **2. Purpose of the MoU**

2.1 The purpose of this MoU is to set out how the Wokingham Integrated Partnership will work together over the next year within a 'shadow' Partnership. The MoU seeks to describe:

- Our ambition – what we are trying to achieve and why;
- What a 'shadow' Partnership is and its scope and purpose;
- The governance that will be in place from the 1st April 2018 and implications for accountability to individual partner Boards;
- A summary of our collective work programme including a proposed timetable for the further development and implementation of Partnership arrangements. This includes work to scope the options for future organisational delivery vehicles;
- How we develop our joint leadership arrangements in support of the delivery of our shared programme of work, and a proposed framework for considering this.

2.2 It will support the further development of partnership structures to create stronger collaboration across public services; the opportunity to place integration of health and social care services at the heart of a wider reform agenda for public services; to create the framework where new incentives and flexibilities can help address many of these challenges;

2.3 It will reduce the impact of fragmented leadership structures which creates an inability to focus on place, and regulation that focuses on institutional outcomes not systems and communities.

2.4 This MoU is not exhaustive and is not intended to be legally binding between any of the partners. Accountability during the shadow period remains with partner organisations and will be discharged through the nominated members of partner organisations on the shadow Wokingham Leader Partnership Board supported by a shared Mandate set out within the MoU.

2.5 Any further changes to the governance will need to be approved by Partner Boards and supported by a refinement of the MoU.

2.6 All Partners to the current Better Care Fund programme are encouraged to sign up to the MoU at this stage.

2.7 The MoU provides a framework to describe the changes that are necessary to all elements of the system including both provision and commissioning in order to establish a Partnership.

2.8 The MoU aims to remove the artificial barriers between primary care, secondary care, social care, self-care and social support.

### **3. Key Points**

3.1 We recognise the need to align our integration approach with the Berkshire West Integrated Care System, as a key locality focus for the Berkshire, Oxfordshire and Buckinghamshire (BOB) STP.

3.2 The Social Care Institute for Excellence Logic Model (2018)<sup>1</sup>, which has been adopted by NHS England, describes 9 key enablers to successful integration. By introducing a Partnership it will support Wokingham's ability to strengthen these and delivery better integrated care and services. The 5 enablers the Partnership supports are:

1. Strong, system-wide governance and systems leadership
2. Joined-up regulatory approach
3. Pooled or aligned resources
4. Joint commissioning of health and social care
5. Integrated workforce: joint approach to training and upskilling of workforce

3.3 The main aims for our approach is to develop a Partnership that can:

- hold partners to account for outcomes
- hold partners to account for streamlining the delivery of patient care across the gaps between service providers
- shift the flow of money between partners
- drive and deliver efficiency and/or cashable savings

3.4 It enables the collaboration of commissioners and providers together around a common aspiration for joint working across the system. It sets out a number of shared objectives and principles, and a set of shared governance allowing commissioners and providers to come together to take decisions.

3.5 It should be noted that, as an MoU, the document sets out the broad principles that the parties have agreed, the objectives, a proposed governance structure and a timeline for implementation. It does not make any changes to the statutory accountabilities or duties of local authorities or CCGs nor will the accountabilities or existing financial flows to CCGs or local authorities be affected.

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<sup>1</sup> <https://www.scie.org.uk/integrated-health-social-care/measuringprogress/scorecard/developing#logicmodel>

## FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

*The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.*

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	N/A	N/A	N/A
Next Financial Year (Year 2)	N/A	N/A	N/A
Following Financial Year (Year 3)	N/A	N/A	N/A

<b>Other Financial Information</b>
N/A

<b>Stakeholder Considerations and Consultation</b>
All partners have been consulted.

<b>Resourcing and Timeline for Next Steps</b>
A 'shadow' Partnership from April 2018

<b>Timeline for Review and Evaluation</b>
Annual review

<b>List of Background Papers</b>
N/A

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