

Agenda Item 44.

TITLE	Wokingham's Adult Integration Position Statement (IPS)
FOR CONSIDERATION BY	Health and Wellbeing Board on Thursday, 8 November 2018
WARD	None Specific
DIRECTOR/ KEY OFFICER	Katie Summers, Director of Operations, Wokingham Locality, NHS Berkshire West CCG and Martin Sloan, Interim Director of Adult Social Services, Wokingham Borough Council

Health and Wellbeing Strategy priority/priorities most progressed through the report	<p>This report meets all four priorities of the Health and Wellbeing Strategy:</p> <p>Priority 1 – Enabling and empowering resilient communities;</p> <p>Priority 2 – Promoting and supporting good mental health;</p> <p>Priority 3 – Reducing health inequalities in our Borough;</p> <p>Priority 4 – Delivering person-centred integrated services</p>
Key outcomes achieved against the Strategy priority/priorities	<p>This is the first Integration Position Statement (IPS) for Wokingham which we developed with partners and other stakeholders so that it:</p> <ul style="list-style-type: none"> • is as up to date as possible; • reflects the strong partnership in Wokingham between the commissioners, providers and the voluntary sector that form the Wokingham Integrated Partnership; • sets out as clearly as possible the vision and strategy which will shape integration going forward. <p>We see this IPS as an increasingly vital part of our partner relationship – to set out our long-term vision for the future of public services in Wokingham, explain what new approaches and services are needed, and encourage our partners to help us formulate new ideas and ways of doing business.</p>

Reason for consideration by Health and Wellbeing Board	For agreement and sign off
What (if any) public engagement has been carried out?	Nil
State the financial implications of the decision	Nil

RECOMMENDATION

That the Health and Wellbeing Board agree and endorse the IPS and recognise that it is an important and significant step in the development of a new collaborative partnership for health and social care in Wokingham.

SUMMARY OF REPORT

Wokingham Borough, like other areas throughout the country, is in the midst of a period of significant change in the delivery of public services. Simply continuing with business as usual is not an option. Coupled with the increases in demand associated with an ageing population, it is clear that the borough's health and social care system will not be financially sustainable over the next five years unless radical and urgent action is taken.

This is the first Integration Position Statement (IPS) for Wokingham. We have been developing the document carefully with partners and other stakeholders so that it:

- is as up to date as possible;
- reflects the strong partnership in Wokingham between the commissioners, providers and the voluntary sector that form the Wokingham Integrated Partnership;
- sets out as clearly as possible the vision and strategy which will shape integration going forward.

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Background

Wokingham Integrated Partnership, as the sub-group of the Health and Wellbeing Board (HWB) responsible for the Integration of Adult Health and Social Care, we support the move away from a competitive landscape of autonomous providers towards more integrated, collaborative and placed-based care. However, understanding of these changes has been hampered by poor communication and a confusing acronym spaghetti of changing titles and terminology, poorly understood even by those working within the system. This has fuelled a climate of suspicion about the underlying purpose of the proposals and missed opportunities to build goodwill for the co-design of local systems that work more effectively in the best interests of those who depend on services.

The purpose of this statement is to let people know where we in Wokingham stand with regards Integration of Adult Health and Social Care. It aims to set out clear concise messages to be communicated to all stakeholders about:

- What is Integration in Adult Health and Social Care?
- Why should Integration be a focus for all?
- Where have we got with Integration in Wokingham?
- Where are we heading with Integration?
- How are we going to get there?

This IPS has been developed jointly by Wokingham's Integrated Partnership (referred to in this document as "we") on behalf of Wokingham' Health and Wellbeing Board.

Wokingham's Integrated Partnership is a partnership between:

- Wokingham Borough Council
- NHS Berkshire West Clinical Commissioning Group (CCG)
- Berkshire Healthcare Foundation Trust
- Wokingham GP Alliance
- Royal Berkshire NHS Foundation Trust

And whose membership also includes:

- Involve (representing Wokingham's Voluntary and Community sector)
- Healthwatch (the independent consumer champion for Wokingham residents)
- Optalis (the Local Authority trading company delivering adult social care services across Wokingham)

The IPS covers Adult Health and Social Care. Its task is to inform current and potential partners, as well as members of the community, about the future direction of health and social care services and how they will be put in place.

It brings together, in one place the integrated way in which we will work with partners to commission services that better meet the health and care needs of our population, as well as ensuring that they work as effectively as possible. We are strongly committed to the value of joint integrated commissioning, and will continue to develop this approach in all our work.

This is the first IPS for Wokingham, which has been developed with the help of all our partners. It will be regularly reviewed and updated in the same way i.e. with stakeholders.

The process steps for developing our IPS were:

- Research (national and local evidence) and meetings with stakeholders May, June and July 2018
- Draft IPS – August 2018
- Consult – 18th September 2018 for 2 weeks
- Publish – following approval from Health and Wellbeing Board November 2018
- Workshops with all Stakeholders – from December 2018

Next Steps

Following agreement to the approach suggested in the IPS by Wokingham's Health and Wellbeing Board, further stakeholder conversations are planned to share the IPS and use the conversations to get input from all stakeholders into:

- Our mission, vision and values
- Wokingham Integrated Care Networks
- Our outcomes
- Our barriers and enablers
- Our plan

1.1 Our Mission

Wokingham Integrated Partnership is a pioneering public sector partnership bringing together the NHS community health, primary care, social care and voluntary sector services in the borough. We have been set up to make a positive contribution to help people in Wokingham live longer and enjoy healthier lives than they do now.

Our Mission sums up what we do:

Leading local care, improving lives in Wokingham, with you – right care, right time and right place

1.2 Our Vision

It is proposed that we refresh our vision to:

We believe that by working together and providing responsive and pro-active integrated services, we can help the people of Wokingham to:

- *Receive services that meet their needs at the earliest possible opportunity*
- *Have equal access to health and social care*
- *Receive safe, effective and compassionate care closer to their homes*
- *Live healthy, fulfilling and independent lives*
- *Be part of dynamic, thriving and supportive local communities*

At the core of our new system there will be a focus on Proactive and Preventative Care and Urgent on the Day Access that is delivered across Integrated Care Networks, with primary care at the centre (each covering circa 50,000 people); this is to ensure that local needs are met by local services, and that specific community priorities are being met.

1.3 Our Values

Our values are important because they describe the culture we are creating in our organisation and describe how we will behave with each other, with our users and with our partners.

- *Partnership - we will work in partnership with other health, social and voluntary sector providers working towards integration and collaboration*

- *Better Care - we will improve the quality of care for people by targeting investment at improving services, which will be organised and delivered to provide the best, most effective support for all*
- *Better Health - we will improve everyone's health and wellbeing by promoting and supporting healthier lives at the earliest opportunity, reducing health inequalities and adopting an approach based on anticipation, prevention and self-management*
- *Better Value - we will increase the value from, and financial sustainability of, care by making the most effective use of the resources available to us and the most efficient and consistent delivery, ensuring that the balance of resource is spent where it achieves the most and focusing on prevention and early intervention*

1.4 Our Integrated Care Statements

To provide clarity for all our stakeholders we have developed Our Integrated Care Statements to provide clarity for everyone about what integrated care is in Wokingham.

- *Care that is focused on the needs of people, not the needs of organisations*
- *The person's perspective is at the heart of any discussion about integrated care.*
- *Achieving integrated care requires those involved with planning and providing services to 'impose the persons perspective as the organising principle of service delivery'*
- *The ambition to deliver services across providers with minimal duplication and disruption, and with high-quality outcomes and user experience*
- *Care that acts as early as possible in the disease journey*
- *Care that takes a whole population approach, intervening differently to meet the needs of different groups*

1.5 Our Integrated Care Expectations

It is also important to be clear as to what expectations around our model are, including:

- *Individual organisations working in partnership and sharing teams to provide a single service offer, known as Integrated Care Networks*
- *Primary care at the centre of the integrated care network and in particular the GP surgery acting as a the foundational block that the network is built on with other services being delivered in conjunction and closely aligned to primary care*
- *Co-location where possible and virtual alignment of teams*
- *Delivery around 3 network areas, North, East and West Wokingham*
- *Operating at scale, across organisations and acting as one system that maximises the people, buildings and financials*
- *Utilising existing resources more effectively through a shared approach that requires the system to pull together as one*
- *Investing in organisational development and cultural change to ensure more people are cared for in their own home, to proactively plan care for people rather than reacting to unplanned crises.*
- *Implementing a strengths based approach - how services respond to the local community and this approach places more emphasis on working with the individual strengths and the community links they have to keep them in the right environment for them.*

1.6 Our outcomes for our residents

In Wokingham we want to deliver the following outcomes for our residents

People's Experience	Services	System
Taken together, my care and support help me live the life I want to the best of my ability	The integrated care delivery model is available 24/7 for all service users, providing timely access to care in the right place	Integrated care improves efficiency because, by promoting best value services in the right setting, it eliminates service duplication, reduces delays and improves services user flow
I have the information, and support to use it, that I need to make decisions and choices about my care and support	The model is proactive in identifying and addressing care needs as well as responsive to urgent needs, with more services provided in primary and community care settings	Effective provision of integrated care helps to manage demand for higher cost hospital care and to control growth in spending
I am as involved in discussions and decisions about my care, support and treatment as I want to be	Professionals and staff are supported to work collaboratively and to coordinate care through ready access to shared user records, joint care management protocols and agreed integrated care pathways	Integrated care shifts service capacity and resources from higher cost hospital settings to community settings
When I move between services or care settings, there is a plan in place for what happens next	Integrated assessment, care and discharge teams report they are readily able to access joint resources to meet the needs of service users	The system enables personalisation by supporting personal budgets and IPC, where appropriate
I have access to a range of support that helps me to live the life I want and remain a contributing member of my community	Transfers of care between care settings are readily managed without delays	
Carers report they feel supported and have a good quality of life		

1.7 Our outcomes for our system

In Wokingham we want to deliver the following outcomes for the Wokingham system

Improved Health and Wellbeing	Enhanced Quality of Care	Value and Sustainability
Improved health of the population	Improved experience of care	Cost effective service model
Improved quality of life	People feel more empowered	Care is provided in the right place at the right time
Reduction in health inequalities	Care is personal and joined up	Demand is well managed
	People receive better quality care	Sustainable fit between needs and resources

1.8 Our Plan to 2020

The Wokingham Integrated Partnership agreed its Plan to 2020 in June 2018. At present our plan focusses on our Quadruple Aims, which aligns with the objectives of the ICS and will support the delivery of the 3 key priorities of the HWB.

1. Further develop Partnership Working
2. Further improving the Quality of Care that we provide (ICS Objective - Enhancement of patient experience and outcomes)
3. Improving the Health of the Population (ICS Objective - An improvement in the health and wellbeing of our population)
4. Securing the Value and Financial Sustainability of health and social care services we provide (ICS Objective - Financial sustainability for all constituent organisations and the ICS)

The Wokingham Management Partnership will be responsible for ensuring its implementation and will monitor the plan on a quarterly basis. The plan will be updated and refreshed on a quarterly basis.

Partner Implications
Nil

Reasons for considering the report in Part 2
N/A

List of Background Papers
<p>Vs 1.2 Wokingham's Adult Integration Position Statement Oct 2018 Embedded within the IPS Document: Wokingham's Adult Integration Position Statement - Stakeholder Conversations- Feedback BCF High Level Programme Plan/Roadmap for Integration of Adult Health and Social Care Services 2018 to 2020</p>

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