

Agenda Item 68.

TITLE	Guiding Principles, Wokingham Integrated Partnership
FOR CONSIDERATION BY	Wokingham Borough Wellbeing Board on Thursday, 14 February 2019
WARD	None Specific;
DIRECTOR/ KEY OFFICER	Katie Summers, Director of Operations, Wokingham Locality, NHS Berkshire West CCG and Martin Sloan, Assistant Director of Adult Social Services, Wokingham Borough Council

Health and Wellbeing Strategy priority/priorities most progressed through the report	This report meets all three priorities of the HWB Strategy: Priority 1 - Creating physically active communities Priority 2 - Narrowing the health inequalities gap Priority 3 - Reducing isolation
Key outcomes achieved against the Strategy priority/priorities	Progression and further strengthen Wokingham's whole system approach through effective governance, with a clear understanding of the commissioner/provider relationship with the move to partnership working. The Guiding Principles will provide a robust contracting, commissioning and governance model that allows all Partners to work at the scale required to deliver integrated care for Wokingham's population to advance all 3 key priorities.

Reason for consideration by Wokingham Borough 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

<p>RECOMMENDATION</p> <p>To agree and endorse the Guiding Principles 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.</p>
<p>SUMMARY OF REPORT</p> <p>The purpose of this paper is to present and gain sign off of the Guiding Principles 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.</p>

Background

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) Memorandum of Understanding. It proposes to bolster the existing Section 75 Partnership (between commissioners only) through Wokingham Integrated Partnership (between commissioners and statutory providers) Guiding Principles.

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 supporting Guiding Principles.

1.7 This paper sets out Guiding Principles 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 Guiding Principles as we mature and develop our shared approach.

1.9 This version of the Guiding Principles, 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 Guiding Principles

2.1 The purpose of the Guiding Principles is to set out how the Wokingham Integrated Partnership will work together over the next year within a 'shadow' Partnership. The Guiding Principles seek 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 The Guiding Principles 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 Guiding Principles.

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

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

2.7 The Guiding Principles provide 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 Guiding Principles aim 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)¹, 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 Guiding Principles, the document sets out the broad principles that the parties have agreed, the objectives, a proposed governance structure and a timeline for implementation all of which are explained in more detail below. 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.

Partner Implications
Within the Guiding Principles - Nil
Reasons for considering the report in Part 2
N/A

List of Background Papers	
Vs 1.2 Wokingham Integrated Partnership Guiding Principles January 2019 Appendix 1 Wokingham Leader Partnership Board Terms of Reference v1.7 Jan 2019 Appendix 2 Wokingham Management Partnership Board Terms of Reference v1.7 Jan 2019	
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¹ <https://www.scie.org.uk/integrated-health-social-care/measuringprogress/scorecard/developing#logicmodel>