

Wirral's Better Care Fund Plans for Integrated Commissioning of Health and Social Care

Executive Summary September 2014

Introduction to our plans to transform health and social care in Wirral

Wirral's Vision 2018 Public Consultation Event told us that members of the public wanted to be supported to manage their own health with information which is easily accessible. People wanted to receive excellent, individualised care, closer to home. Integrated, joined-up care that brings together NHS, social care, and other forms of care and support provided in people's homes and communities is extremely important in improving people's health and wellbeing. This includes working more closely with community and voluntary organisations to support people to stay at home.

Partners on the Health and Wellbeing Board, including Wirral Borough Council and NHS Wirral Clinical Commissioning Group, are working together to make changes to ensure we commission and deliver more integrated services for the people of Wirral.

We have been reviewing and developing our plans in a range of areas during 2014-15, ready for implementation and to support budget changes in 2015-16. Our plans include our priorities for establishing and spending a pooled budget between us, building on the national Better Care Fund arrangements.

Our vision

Through our engagement with members of the public, providers, commissioners and other practitioners, we have developed a shared vision for integrated care called Vision 2018:

We want to integrate health and social care:

“To ensure the residents of Wirral enjoy the best quality of life possible, being supported to make informed choices about their own care, and being assured of the highest quality services”.

Over the next 5 years we will deliver a transformed service for the people of Wirral focusing on moving care from hospital to community based resources and supporting people in their own homes. There will be a focus on:

- Early intervention and prevention
- Health promotion
- Self-care and self help to enable individuals to identify their own personal outcomes
- Encouraging self-determination and responsibility for communities and neighbourhoods
- Information, advice, signposting and where necessary redirection to appropriate services
- Providing care that is well coordinated around individuals ensuring customers and carers have a positive experience
- Maximise opportunities for greater independence choice and control and avoid preventable admissions to hospital or care homes through joined up collaborative case management
- Developing integrated approaches across the community and the hospital including joint assessments, single point of access and care planning
- Facilitating a significant shift in culture and behaviours across professions and organisations

As part of the Vision 2018 discussions it has now been agreed with senior representatives of key partners a level of ambition which would achieve a minimum 15% reduction in non-elective admissions over a 3 year period from 2015/16 – 2017/18.

In addition to our formally stated target of 15%, we would also want to set an overall stretch ambition of 23% by 31st March 2018, recognising recent increases in non-elective admissions. This will be achieved by developing transformation programmes of work through vision 2018. This will be an iterative process following clinical and public engagement, building on the work that has been done to date.

Our priorities

We have agreed four overarching priority areas to start with, which have been developed for 2014-15 with further work planned in 2015-16. Our plans for integrating health and social care sit within the wider ambitions of Wirral's Joint Health and Wellbeing Strategy and Vision 2018.

1. Early intervention and prevention

Total Spend £1,610,710

as part of Vision 2018 Prevention, Self Care and Community Development Workstream

What might this look like? A new service focusing on early intervention and prevention to support people to remain independent in their own home for as long as possible. This includes assistive technology, telehealth, community equipment and adaptations, falls prevention and pick up, sensory services, information, advice and support.

What will be the benefits for Wirral people?

- Improved visibility and availability of self care and self management support
- Quick and practical access to the technology and the adaptations that people need.
- Improve independence and wellbeing so that people can live in their own homes and communities for longer.
- Crises prevented and need for long-term support reduced.
- Increased reassurance for carers

What happens next?

We will be developing a new specification for services and determining how best to procure those services. We will continue to work with providers and public as we develop our proposals.

2. Keeping people in their local communities

Total Spend £13,855,720

as part of Vision 2018 Integration Adults Workstream

What do we think this might look like? A new and coordinated network of services available 7 days a week of needing health and social care, to help them stay independent and well in their local communities. Our ambition is to increase investment in keeping people well in their local community, funded from savings from reduced hospital admissions. This will include: a multi professional response which supports care planning for those at most risk of needing urgent hospital care; a new model of identifying who is at risk, covering both health and social needs; a new specification for community teams who provide care; improved advice, information and low-level support; multidisciplinary team-working across a range of disciplines including housing; the involvement of local communities and community organisations in supporting people to keep well.

What will be the benefits for Wirral people?

- Improved access to health and social care providing a positive and integrated experience of care
- Increased independence, health and wellbeing and coordinated planning of care.
- Rapid support for people who are at risk of hospital admission, including support for carers.
- Reduced demand for formal health and social care by working to prevent people's need to access it, through risk stratification

What happens next?

We will be developing an outcome-based specification for services that support people to keep well at home, integrating services to provide a 7 day response across 4 neighborhood areas. We will also assess the clinical and economic benefits to investing further in these services to increase capacity and capability to support the movement of care from the hospital to the community.

3. Step Up Step Down Services as part of VISION 2018 Unplanned Care Programme

Total Spend £10,724,510

What do we think this might look like? We intend to review the existing step up step down services to establish required capacity and range of provision. We will support people after they have had a spell in hospital or social care and provide alternatives to going into hospital for people if they have a crisis, including supporting people at home. We will define step up step down based on outcomes, rather than care settings. Step up step down care is a continuum of care that includes domiciliary care, mobile nights services, reablement, intermediate care, transitional care and specialist bed based support outside hospital. The step up step down service will include simplified access to a multidisciplinary team, available 7 days a week providing a single point of access to respond to people's needs in a crisis and for planned care including hospital discharge. The new service will take account of people's mental health needs as well as their physical health.

What will be the benefits for Wirral people?

- Hospital admissions are prevented where possible, as people are more likely to stay healthy for longer if they can avoid hospital.
- People leave hospital earlier and are supported quickly and easily at home
- More people get back home after hospital rather than entering long-term care.
- People get back on their feet as soon as possible.
- Mental health needs are addressed as well as and alongside physical health needs.
- Money is spent more effectively to support people's needs.
- Better support for people with dementia to live well at home.
- Significant reduction in hospital readmissions

What happens next?

A service review is underway to ensure that the correct capacity and range of services are available to meet the current and future needs of the people of Wirral. We will then determine how best to commission those services. We will continue to work with providers and the public as we develop our proposals.

4. Mental health, including drug and alcohol services as part of Vision 2018 Long Term Conditions Programme

Total Spend £2,244,199

What might this look like? A single approach to assessment, funding and management of long term intensive support offered to people with long-term mental health needs. This includes the range of support in managing drug and alcohol dependency that is available in community settings. This will result in improved coordination of process, better focus on care, and more cost effective interventions. Mental health outreach services, including crisis response services will be developed, to prevent the need for attendances at places of safety, including A&E.

What will be the benefits for Wirral people?

- Improved accessibility to help, support and advice in people's local communities.
- Faster, coordinated assessment and decision-making about the support that people need.
- Providing and extending specialist community based support for people with drug and alcohol dependency
- Strong community organisations which work well together and with statutory organisations, supporting community activities that are better targeted at the needs of people at risk of declining health and wellbeing.

- Building on and supporting people's self-care abilities and enabling family carers, who so wish, to continue to actively contribute.
- Retaining and building people's links with their local communities and their opportunities to contribute.

What happens next?

We will be undertaking integrated service reviews to identify key developments and prioritise investment to maximise improved outcomes.

The Pooled Budget

We have agreed to establish a pooled budget in 2015/16 to fund the above areas of work. The total budget is likely to be around £33.368m, as set out in the table below.

Organisation	Holds the pooled budget? (Y/N)	Spending on BCF schemes in 14/15	Minimum contribution (15/16)	Actual contribution (15/16)
		£'000	£'000	£'000
NHS Wirral Clinical Commissioning Group	TBC	£11.334	£24.933	£26.274
Wirral Borough Council	TBC	£4.301	£3.076	£7.094
BCF Total		£ 15.635	£28.009	£ 33.368

During 2014/15 we will develop the details of our pooled budget agreement, finalising which budgets will be included and setting out how we will make decisions and share benefit and risk from the pooled budget, whilst retaining our separate statutory responsibilities.

What our proposals might mean for our providers

As a result of the establishment of a pooled budget for the areas described in this document (with the ultimate aim of establishing a single budget for health and social care in Wirral) there will be a single fund and single decision-making on the commissioning of services covered. The implications of this for providers are likely to include:

- Changes to the way services are designed and delivered, with organisations needing to work together even more closely than they do now, to provide better and joined up care to service users. This may include possible changes to contractual arrangements to support the above.
- Changes to provider relationships with one another. We would expect our providers (acute and others) to have to work differently and potentially more collaboratively with one another.
- Stronger involvement of community-based organisations and people who use services and carers in the redesign of services, pathways and changing the service delivery culture.
- Changes for frontline workers and operational delivery, with much greater multidisciplinary working and communication between teams.

The establishment of a pooled budget and integrated commissioning strengthens commissioning of health and social care in Wirral. Our providers have a key role in working with us to design and deliver services. We hope to use our established partnership arrangements through Vision 2018 to continue to work with providers as we develop plans for the areas we have set out above. To be even more effective we need to involve primary care and voluntary sector providers in these partnerships.

How we will manage this programme of work

Our Health and Wellbeing Board is taking the lead in this integration work, and has set up a Joint Strategic Commissioning Group, with Directors from both the Council and the CCG, to oversee integrated commissioning work on behalf of the Health and Wellbeing Board.

How we will measure progress

The Joint Strategic Commissioning Group has agreed an overarching framework, a timetable and specific objectives for our work, which will demonstrate improvement in service user experience and outcomes. These will include:

- Permanent admissions to residential and nursing care.
- Proportion of older people who were still at home 91 days after discharge from hospital.
- Delayed transfers of care.
- Avoidable emergency admissions.
- Patient experience.
- Improved access to domiciliary care

The Health and Wellbeing Board will monitor progress against the targets in these areas through regular quarterly reporting including a performance dashboard.

What this means now and what it will mean for Wirral people in 2015-16

2014-15 will be an important year for us as we prepare our plans for 2015-16 and beyond. Our work in 2014-15 will involve the following elements:

- **Single decision-making:** Senior managers and clinicians from the local authority and CCG, Guided by the Health and Wellbeing Board, will make decisions together rather than as separate organisations.
- **Single commissioning:** Commissioners from both organisations will work together to produce single service specifications for the delivery of services funded where relevant to the pooled budget.
- **Work with providers, including voluntary sector organisations and GP Practices:** We need to work together to develop our providers and engage with GPs in Wirral's communities.
- **Engagement with Wirral people:** We want to involve Wirral people to shape services.
- **Investment in IT:** We know that to achieve some of our objectives we need to invest in systems that work and speak to each other across organisational boundaries.
- **Developing more meaningful measures of success:** We too often measure the success of organisations in the health and care system rather than whether we are working well together as a whole. We will work during 2014-15 on 'whole system' measures of success that will drive the integrated commissioning of services.

What does this mean for Wirral people?

- Local communities in Wirral are increasingly supported by strong links between GPs, social workers and community organisations, which helps people like them to stay independent for longer
- Older people are helped by to stay at home. Families and carer's will not have to chase professionals or ask them to talk to each other
- People with mental health needs or support with drug and alcohol problems can access services without have to rely on emergency care