WIRRAL COUNCIL

Cabinet
9 December 2014

SUBJECT:	Vision 2018: an update for partner Governing Bodies/Organisational Boards
WARD/S AFFECTED:	ALL Wards
REPORT OF:	Clare Fish, Strategic Director of Families and Wellbeing
RESPONSIBLE PORTFOLIO HOLDER:	Cllr Chris Jones - Portfolio Holder for Adults and Health
KEY DECISION?	No

1.0   EXECUTIVE SUMMARY

1.1. There is a real and significant financial challenge facing the NHS, Local Government and our partners in the coming years.

1.2. If we continue to deliver services the way we do now, the demand for services will outweigh the available funding. An ageing population with increased complex health conditions, the increased expectations of patients, and the cost of new drugs and technologies that enable people to live longer, mean nationally the NHS will be facing a potential shortfall of £30billion by 2020/21. Alongside this councils have to make unprecedented savings, due to reductions in funding from central Government. This is a challenge facing health and social care systems throughout the country[1].

1.3. Vision 2018 is the local response to national challenge which is led by Chief Executive Officers (or equivalent) in; Wirral Clinical Commissioning Group; Wirral Council; Cheshire & Wirral Partnership NHS Foundation Trust; Wirral Community NHS Trust and Wirral University Teaching Hospital NHS Foundation Trust.

1.4. Vision 2018 is the plan to re-shape health services and social care in Wirral, whilst supporting people to take more responsibility for looking after their own health.

1.5. Over the next 20 years, the number of people who are aged 85 or over will more than double, meaning many more people with multiple, long term health conditions and increased financial pressures. However the challenges also present opportunities.

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[1] A Call To Action – NHS England, Better Care Fund – Local Government, All Together Now – Making Integration happen, Five Year Forward View - NHS England

1.6. Vision 2018 will transform GP, primary care, community health, hospital and social care services in Wirral.

1.7. It will mean:

- Community based health services (e.g. access to GPs, community nurses and social workers) seven days a week

- More hospital services in the community, with consultant led teams

- Health and social care professionals working together for people with on-going needs: one assessment, one care plan, one key coordinator

- Specialist in-patient hospital care for those that need it

- Support for people to look after themselves and stay healthy

1.8. A Vision 2018 Strategy is being developed to outline the case for change, to describe the vision for Wirral health and social care economy and how this will be achieved.

1.9. The attached paper describes the progress to date in regards to;
- the review of Vision 2018 governance arrangements and programme structure and priorities;
- the case for change describing the size of the financial challenge and population need;
- and the development of the next steps for implementing change.

1.10 The members of the Board are asked to:
- to note the progress of the development of Vision 2018
- to provide feedback to the Strategic Leadership Group regarding progress to date and next steps

2.0 BACKGROUND AND KEY ISSUES

2.1 We know from our planning that the demand for health and social care will be increasing against a background of reducing resources across all organisations. In this context, we need to transform the way we provide health and social care, to ensure we are working as efficiently as possible, and we will need services that empower patients to manage their health and wellbeing.

2.2 A piece of work has been undertaken which models the scale of the challenge faced by Wirral Health Economy, the 'Shape Change Analysis'. This piece of work requires further validation in the coming months however shows a potential gap of around £150m given forecast of cost pressures and assumptions around funding growth. This is an unprecedented position, and we need to reimagine how health and wellbeing is delivered and consider making assumptions about the scale of change required.

2.3 Alongside the financial pressures, the demand for local services is increasing. Wirral's overall population is projected to increase by 1.4% from 319,863 in 2011 to 324,226 in 2021. The older population (aged 65 years and above) are expected to increase at the fastest rate, with an 18% increase projected by 2021. They are also more likely to have a long term condition; the 2011 Census reported about 36,000 (57%) people living in Wirral aged 65 years and over have a long term condition or disability that limits their daily activities. The health outcomes of Wirral residents vary depending on the area of Wirral in which they live, which has an impact on the health inequalities across the population.

2.4 Locally, leaders of health and social care have agreed to work in partnership to develop a health and social care strategy called "Vision 2018." Our aim is for quality of care and outcomes to be protected and enhanced, despite increased costs and a potential reduction in funding.

2.5 In response to this identified challenge we have established a new shape to Vision 2018 which allows us to focus our efforts on 3 key programmes of work; Planned Care, Unplanned Care and Long Term Conditions and Complex needs and a number of enabling programmes. These programmes of work have assigned Programme Directors and Programme Managers from the partner organisations who are accountable to the Strategic Leadership Group.

2.6 The Vision 2018 Strategic Leadership Group (SLG) is made up of the Chief Executives from NHS Providers and Commissioners along with equivalent Stakeholders from Local Authority. The SLG recognises that there exists already a Health Economy governance framework; the Health and Wellbeing Board and the Joint Strategic Commissioning Group, there are also respective Provider and Commissioner Boards or similar Governance Arrangements. None of the proposed governance arrangement for Vision 2018 are intended to replace or interfere with any established governance models.

2.7 Rather, the Vision 2018 SLG is seeking to establish the best way to integrate decision making within the context of Vision 2018 into this broader established framework, the desired outcome being an appropriate balance of pace and rigour to enable safe but rapid progress to be made meeting the challenges this health economy faces.

2.8 It is proposed therefore that respective Governing Bodies delegate through their Chief Executive some level of decision making authority to enable the SLG to take certain decisions in a more timely fashion, but at the same time provide clarity on the expectations each Board has for when their CEOs will refer back to their Boards. It is also proposed that the Implementation Group, on behalf of the SLG, provides recommendations to the Commissioners on matters which affect Commissioning, contracts and use of Better Care Fund.

2.9   We have done more work to ensure we have really clear strategic outcomes defined for Vision 2018; these have been informed by local evidence base and national drivers including the Better Care Fund aims and objectives. Each of the programmes are developing a detailed definition of scope to ensure its aims and objectives are linked back to these strategic outcomes. This will enable a clear description of how those programmes will enable benefits that will ultimately improve health outcomes for the people of Wirral together with their experience of health care. At the same time, balancing quality and value to improve the efficiency of services delivered will be the third major consideration for each programme.

2.10   As part of a series of 30 day challenges each of the programmes are identifying the projects that can be done quickly to start to make a real difference in 2015 i.e. 'the Fast 5 projects' along with those bigger, transformational projects that will need further planning 'the Big 5 projects'. It is important that we balance the need to re-imagine health and wellbeing in 2018 and consider how best we achieve this future state vision with the need to make real and practical improvements to the services we have today. It is this balance that the Vision 2018 team is now focused on achieving.

2.11   The paper indicates the progress to date in regards to the review of Vision 2018 governance arrangements and Programme structure and priorities. This has enabled the baseline quantum of change required (£) to enable sustainable health and social care economy between now and 18/19 and a consensus on the Strategic Outcomes. An alignment exercise of all current initiatives and along with this strategic direction has informed the development of initial programme plans for each area, identifying co-dependencies and benefits that link back to the endorsed strategic outcomes. It has also led to initial ideas of the 'Faster' and 'Bigger' Projects that aim to deliver the benefits.

2.12   The next steps are as follows:

- Continue the mapping to commissioning intentions and 15/16 contracting round to ensure that the Vision 2018 planning is linked into the Commissioning Cycle.
- Establish rapid cycle testing frameworks for quick wins to enable benefits to be realised at pace
- Establish plans for delivering bigger initiatives for delivery during 2015/16 to follow a methodology to enable transformational change and clarity on the outputs that will be realised.
- Undertake a focused approach for Respiratory to identify opportunities to transform models of care in these areas of work and establish the short term and longer term benefits.
- Undertake a focused approach for Unplanned Care System Redesign to identify opportunities to transform models of care in these areas of work and establish the short term and longer term benefits.
- Implement tools and templates to enable the Implementation Group to have a 'Grip' on the project planning, so that we can effectively manage delivery, interdependencies, cost and benefit tracking.

- Embed the Governance Framework to ensure Programme Directors and Programme Managers have clear checkpoints to report to the Implementation Group and the Strategic Leadership Group so that decision making can be made in a fully informed way by the right people.
- Determine opportunity and right size/capability for a pooled Vision 2018 Change Management Office, and how to align enabling functions 'supply' (e.g. workforce management, communications, engagement, finance, business intelligence) with the 'demand' from primary and system enabling programmes. This will ensure that there is sufficient resource to form the Vision 2018 strategy and deliver it effectively in the timescales necessary.

3.0 RELEVANT RISKS

3.1 Without the partnership approach and reaching an agreed solution to the financial challenge via Vision 2018, there is a risk of cumulative financial pressures to the health and social care economy and consequently poorer health and social care outcomes to Wirral residents.

4.0 OTHER OPTIONS CONSIDERED

4.1 N/A

5.0 CONSULTATION

5.1 In the development of the Vision 2018 Programme we are undertaking a number of methods of engagement in order to encourage participation of strategic leaders and their organisational boards/governing bodies; the workforce of partner organisations and local residents. A key principle of the engagement process is to ensure that it is undertaken in a co-design approach where models of care are designed with staff, service users and carers to ensure they meet the needs of the population, achieving the strategic outcomes. The requirement for any formal consultations will be considered and agreed for each individual project.

- **Strategic Leaders and their organisational boards** -The Strategic Leadership Group (including representation from Chief Executives, or equivalent from each organisation) meets monthly and has the remit to set strategic direction, resolve escalated issues and to engage with and provide regular updates to their respective boards and governing bodies.

- **Workforce of partner organisations** -Vision 2018 is being delivered in partnership with Wirral Clinical Commissioning Group, Wirral Council, Cheshire & Wirral Partnership NHS Foundation Trust, Wirral Community NHS Trust and Wirral University Teaching

Hospital NHS Foundation Trust. Members of these organisations are represented on each of the Programme Steering Groups. One of the work streams is the Communications and Workforce enabling programme which provides a regular bulletin including updates and engagement opportunities.

- o **Local Residents-** As part of the Vision 2018 Programme we have undertaken a launch event and series of project-specific focus groups. The launch event enabled the public to hear about, discuss and inform the long term plans and the development of the programme. Following the initial launch event the 'Engagement with People Group' has been established to ensure that we are involving all Wirral communities with Vision 2018. The group includes traditionally under-represented groups of all ages (including those identified in the 2010 Equalities Act as being most risk of discrimination). It is utilised to develop the engagement strategy for Vision 2018 as well as being a 'sounding board' to focus test publicity and the programmes/project outcomes and a cascade mechanism to engage with the wider stakeholders that the group represents.

6.0   OUTSTANDING PREVIOUSLY APPROVED ACTIONS

6.1   N/A

7.0   IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1   It is vital to the success of Vision 2018 that Voluntary, Community and Faith Groups are part of the development and delivery of model that extends beyond the traditional health and social care system.

7.2   The Engagement with People group includes representation from Voluntary, Community and Faith Groups which has a core role in the co-design of the Vision 2018 projects.

7.3   Each individual project within Vision 2018 will be required to undertake a stakeholder analysis to identify likely individuals or groups who may need to interact with the project or who may be affected by the project's outcome, including protected groups. The document prompts project managers to plan the necessary engagement activity.

8.0   RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

8.1   Directors and Officers within the Adults Social Services, Children and Young People's services and Public Health are currently engaged in the programmes of work and other departments will be informed/ engaged as appropriate.

8.2   The resource implications of projects will be assessed and approved via existing organisational governance structures as appropriate on an individual basis.

8.3 The Vision 2018Programme Management Office are meeting with the Future Council Team/Programme Management Offices in each organisation to ensure that there is a joined up approach to project documentation and processes where possible.

9.0 LEGAL IMPLICATIONS

9.1 There are processes in place to ensure that both Local Authority and NHS statutory duties e.g. the Public Sector Equality Duty are met in the implementation and delivery of Vision 2018.

10.0 EQUALITIES IMPLICATIONS

10.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(c) No because of another reason which is

Each individual project within Vision 2018 will assess equality implications as necessary. In the Vision 2018 Project Documentation the stakeholder analysis prompts the project managers to identify likely individuals or groups who may need to interact with the project or who may be affected by the project's outcome, including protected groups. It is a statutory duty to engage with these appropriately and ensure Public Sector Equality Duty is met. The document prompts project managers to plan the necessary engagement activity and if significant change to a protected group a project manager must complete a Equality Impact Assessment

11.0 CARBON REDUCTION AND ENVIRONMENTAL IMPLICATIONS

11.1 N/A

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 N/A

13.0 RECOMMENDATION/S

13.1 The members of the Board are asked to:
• to note the progress of the development of Vision 2018
• to provide feedback to the Strategic Leadership Group regarding progress to date and next steps

14.0 REASON/S FOR RECOMMENDATION/S

14.1 To ensure that the Cabinet are updated with the progress of Vision 2018 and contribute any feedback to the development of the programme.

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APPENDICES

1. Vision 2018: an update for partner Governing Bodies/Organisational Boards

BACKGROUND PAPERS/REFERENCE MATERIAL

All Together Now – Making Integration happen
Better Care Fund – Local Government
A Call To Action – NHS England
 Five Year Forward View - NHS England

BRIEFING NOTES HISTORY

Briefing Note	Date

SUBJECT HISTORY (last 3 years)

Council Meeting	Date