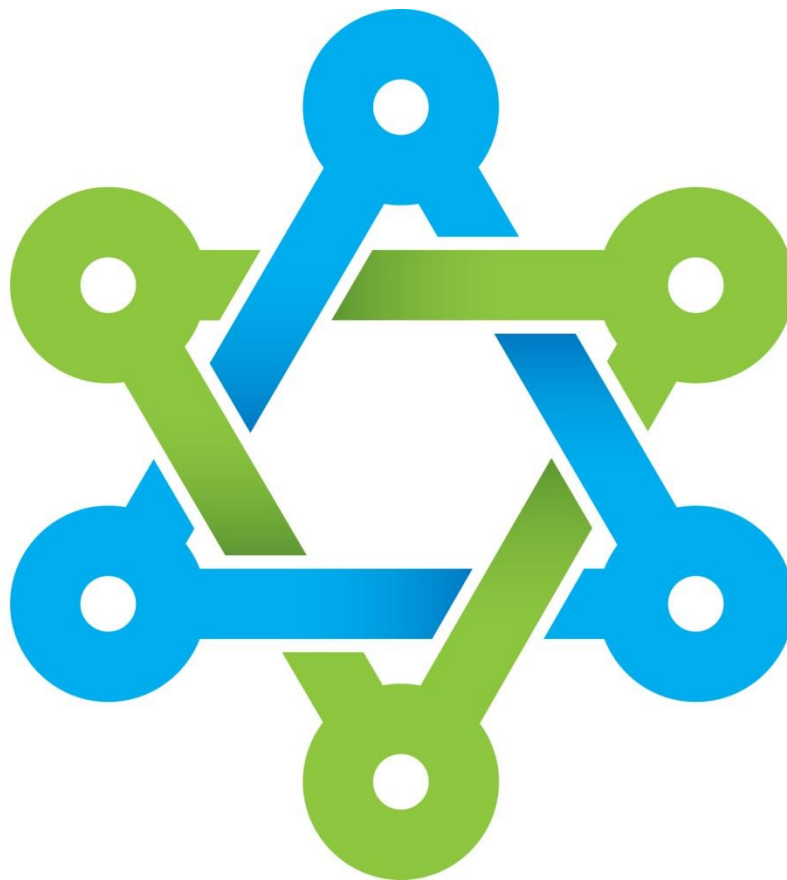


Operating model for Delivery of Social Care as part of Integrated Community Services

Draft 4



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1 Introduction

The operating model defines how Wirral Community Foundation Trust (WCFT) will deliver Integrated Health and Social Care through the Transfer of Adult Social care from Wirral Council (WC). An operating model covers six elements making up the acronym POLISM:

- **P**rocesses and activities – the work that needs to be done
- **O**rganization and people – the people doing the work and how they are organized
- **L**ocations, buildings and other assets – the places where the work is done and the equipment in those places needed to support the work
- **I**nformation and other links – the IT (and other links) needed to support the work
- **S**ourcing and partners – those outside the organization supporting the work
- **M**anagement system – the commissioning, contracting and governance of the work

Desired Outcomes and Benefits of Integrated Health and Social Care Teams

- **Delivering the Right Care in the Right Place at the Right Time:** Services can be developed more effectively to meet the needs of local residents. With social care and health staff working within one organisation it is possible to streamline assessment processes, reduce duplication of multiple professional involvements, and develop a single point of access and single Social Care and health support planning.
- **Managing demand and reducing the cost of care:** An integrated delivery service can ensure that both social care and health staff work to common outcomes and the use of preventative and independence building approaches can be maximised by professionals across the health and care system. Increased use of technological solutions and effective use of risk stratification tools will enable early identification of people who are likely to develop needs for health and care services and will enable the promotion of self-management and independence with the effect of delaying the need for health and care services.
- **Clear accountability and governance arrangements:** A Partnership Governance Board approach to governance and quality standards would hold an integrated delivery service to account for working in a consistent way across the health and care sector and working within the principles of independence, personalisation and self-management. Such an approach will ensure statutory compliance and quality standards in delivery.
- **Resilience and flexibility to emerging issues in service delivery:** A fully integrated service will be able to adapt and react more effectively to emerging local needs. A single social care and health delivery provider will have the scale and ability to focus its staff resources more effectively where most needed.

2 Processes and Activities

Policies and procedures

The suites of Wirral Council (WC) DASS policies and procedures have been reviewed to ensure Care Act compliance. These policies and procedures are to be fully adopted by Wirral Community Foundation Trust (WCFT)

Future review of policies and procedures relating to the adult social care function should be undertaken jointly between Wirral Community Foundation Trust (WCFT) and Wirral Council (WC) commissioners.

Wirral Council (WC) retains the statutory duty for adult services and therefore will consult with Wirral Community Foundation Trust (WCFT) to ensure that it has compliant policies and procedures in place.

Responsibility for case management

Care co-ordination involves continual communication with people, their carers, and the various professionals and services they come into contact with. Fundamental to care co-ordination is the presence of an individual (the lead professional) who works within the ICCH to organise and deliver a person's care. So, while the individual or team does not necessarily provide all aspects of the person's care, the lead professional will take responsibility for overseeing and co-ordinating that care and helping them to navigate the system. This navigational role is important, because most individuals selected for case management need services or input from one or more providers.

The lead professional will help patients, people who use services and carers navigate the different services and processes that might otherwise prove too complicated. The lead professional will also provide people with information about the services they are being referred to and/or discuss choices about their care options. Wirral Community Foundation Trust (WCFT) will develop future single assessment and single support planning processes

Wirral Community Foundation Trust (WCFT) will provide the full range of case management services and will be responsible for liaison with other organisations involved e.g. CWP/Housing/any other nominated body to provide a person centred response.

Timescales of response

The contract will specify expected response timescales for elements of service. Waiting lists for assessment are expected, Wirral Community Foundation Trust (WCFT) will ensure close management and prioritisation of any waiting lists for assessment or review. Reviews of all funded care packages will be undertaken by Wirral Community Foundation Trust (WCFT) on a minimum 12 monthly basis in line with policies.

Setting up care packages

Assessing staff will identify the level and type of support package required, complete support plans on Liquid Logic, and will arrange support via care arranger staff that will liaise with providers and set up packages within contract frameworks.

Care arranger staff will ensure that payments are set up in the Liquid Logic/Controcc system. Funded services will be drawn down from the pooled budget held by Wirral Council (WC) via Liquid Logic/Controcc.

The current Wirral Council (WC) scheme of Delegation will apply in relation to authorisation levels.

The Integrated Commissioning Hub will be responsible for commissioning a range of providers to meet local need and will carry out the statutory duty in relation to market management.

Eligibility

Wirral Community Foundation Trust (WCFT) will apply the national eligibility framework, in accordance with Care Act duties, to any assessment of care and support and subsequent funded support package, including review.

Only assessed eligible needs can be met by Wirral Community Foundation Trust (WCFT) with funded support services.

Some services will be universally available e.g. reablement.

Personal Budgets and Direct Payments

Any funded service delivered to meet an assessed need, other than a long term care home placement, can be provided as a Direct Payment.

Where a Wirral Community Foundation Trust (WCFT) assessor arranges a package of support to be provided by Direct Payment, the administration, set up, and auditing of Direct Payment accounts will be undertaken by Wirral Council (WC).

Direct payment support services will be arranged on a buy back basis with a Service Level Agreement (SLA)

DFG

Current Occupational Therapy staff seconded to Housing to support the DFG application process will transfer to Wirral Community Foundation Trust (WCFT) but will continue to be seconded to Wirral Council (WC) Housing by Wirral Community Foundation Trust (WCFT) for this purpose.

The DFG application and administration process will remain with Wirral Council (WC) Housing.

Financial assessment and debt

Wirral Community Foundation Trust (WCFT) will provide information to service users on the financial implications of receiving funded support, and will refer for financial assessment and maintain systems via Liquid Logic.

The financial assessment function itself will remain with the Wirral Council (WC) and will be provided via a Service Level Agreement (SLA).

The Wirral Council (WC) will retain the management of debt through unpaid care charges and Wirral Community Foundation Trust (WCFT) will support the process of avoiding debt accrual and debt collection.

Safeguarding

- The full safeguarding function will be delegated to Wirral Community Foundation Trust (WCFT) for Adult, Older People and Community service users other than Complex Disability and Secondary Mental Health service users. This will be done within agreed policy and procedural framework.
- The function will be delegated to WCFT for receiving and processing safeguarding alerts, applying safeguarding thresholds, applying the multi-agency safeguarding hub process and referring safeguarding investigations on to the relevant team or service (which may be to the Complex Disability and Secondary Mental Health service).
- Wirral Community Foundation Trust (WCFT) will ensure representation at the Local/Regional Adults Safeguarding Board.
- WCFT will work in partnership to comply with initiatives and procedures relating to reducing domestic abuse, exploitation, and crimes against vulnerable adults.
- Work on a multi-agency basis to comply with MAPPA, MARAC and other frameworks.

DOLS

- WCFT will work in partnership with WC to deliver its statutory functions in relation to DoLS
- The statutory Supervisory Body duty will remain with Wirral Council.
- WCFT will provide a BIA assessment and DoLS authorisation service, including referrals to the Court of Protection where necessary.
- The Council will ensure funding is available for Doctors reports, and external sessional BIAs (where approved).
- The Council will retain a Mental Health Act and Mental Capacity Act coordinator function, and will provide support in this regard to the Wirral Community Foundation Trust (WCFT).
- WCFT will have access to training resources to ensure an appropriately skilled workforce to carry out this function.

Out of Hours

- The EDT function will not transfer to Wirral Community Foundation Trust (WCFT,) this will be supplied via Wirral Council as an interim measure until the All Age Mental Health and Disability Services is implemented, which will provide this function with an SLA arrangement in place in future years.
- The Wirral Community Foundation Trust (WCFT) will provide a Senior Manager on-call arrangement for the service area transferring.

Complaints and Political enquiries

- Complaints received by the Wirral Community Foundation Trust (WCFT) related to all aspects of contracted service delivery by Wirral Community Foundation Trust (WCFT) will be investigated and responded to by Wirral Community Foundation Trust (WCFT) who will inform Wirral Council (WC) of outcomes.
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- Political enquiries received by Wirral Community Foundation Trust (WCFT) relating to all aspects of contracted service delivery by Wirral Community Foundation Trust (WCFT) will be responded to by Wirral Community Foundation Trust (WCFT) who will inform the Wirral Council (WC) of outcomes.
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- FOIs received by Wirral Community Foundation Trust (WCFT) related to all aspects of contracted service delivery by Wirral Community Foundation Trust (WCFT) will be investigated and responded to by Wirral Community Foundation Trust (WCFT).

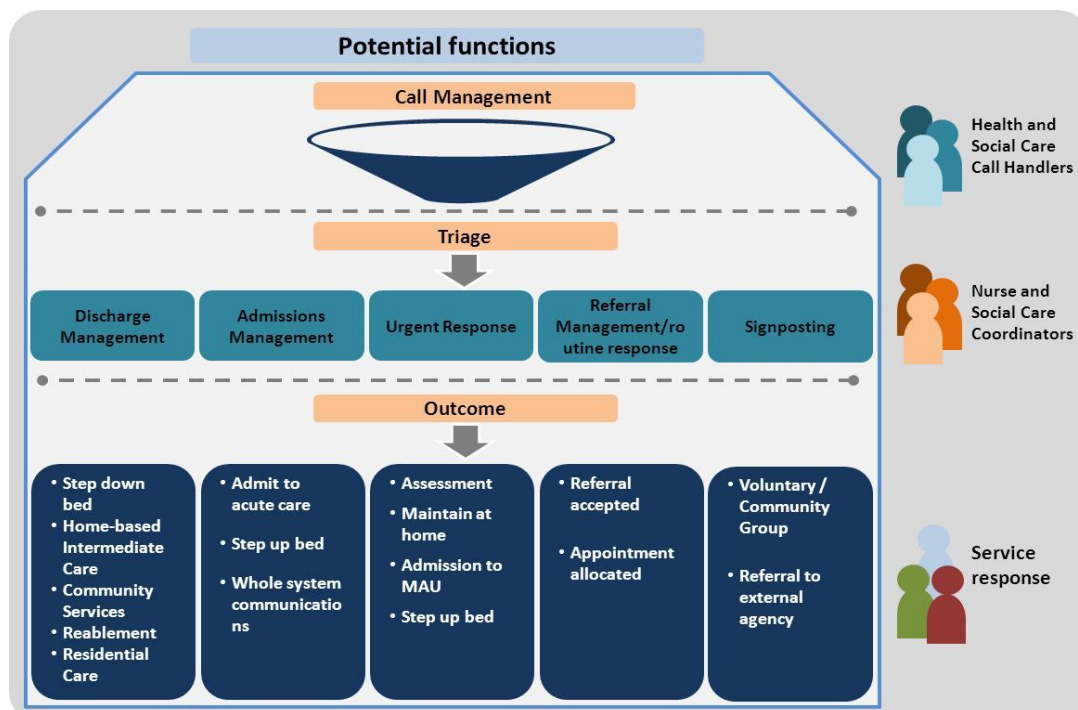
- FOIs received by the Wirral Council (WC) related to all aspects of contracted service delivery by Wirral Community Foundation Trust (WCFT) will be responded to by the Wirral Council (WC) with information supplied by Wirral Community Foundation Trust (WCFT).
- Wirral Community Foundation Trust (WCFT) will liaise with other organisations where there are aspects of the complaint beyond their direct responsibility, but are part of the health and social care system e.g. housing/adaptations, financial assessment, joint funded packages of care, etc.
- Wirral Council (WC) will retain the role of liaison with the Local Government Ombudsman (LGO), and Wirral Community Foundation Trust (WCFT) will investigate and provide responses for Wirral Council (WC) to supply to the LGO.
- The Wirral Council (WC) will arrange external complaint investigators where required.
- Complaints activity will be reported on by Wirral Community Foundation Trust (WCFT) to Wirral Council (WC) contract managers.

Integrated Gateway

A fully integrated single front door to all Health and Social Care Services on the Wirral. It will provide access to each Integrated Community Care Hub and offer advice and guidance on accessing voluntary, community, Health or Social Care services to improve quality of user pathways.

The system design will encompass:

- Receipt of contacts 24hrs a day and responses within agreed timescales
- Diversion to Out Of Hours services as appropriate;
- Single Point of Access to both community health and social care through one telephone number;
- Incorporation of '111' pathways and responses;
- Access to advice and information, early intervention and universal services.
- Interoperable Information, Communication and Technology solutions;
- Development of a common assessment framework and locally agreed pathways;
- To promote and support the online self-assessment function;
- Receive and process all safeguarding contact within the agreed timescales;
- Manage demand



Gateway Urgency of Response

All health and social care referrals will be received through the Integrated Gateway which will comprise health and social care professionals working with call center operatives using the single referral form and screening tool. The Integrated Gateway will have a single phone/fax/email contact and will triage referrals as urgent or timely:

Urgent Response

A coordinated response within 4 hours as per individual need for care and support such as:

- Referred person at risk of a hospital admission or care bed within next 4 hours
- Referred person about to be discharged from hospital
- Safeguarding issue
- Carer breakdown which requires urgent response
- NWAS referred persons – within 2 hours with agreed clinical handover protocol
- Acutely ill referred persons who can safely be managed at home
- Terminally ill referred persons who require care at home

Timely Response

Co-ordinated response within 48 hours as per individual need for care and support such as:

- Referred person has been identified by risk stratification
- referred person discharge from hospital within next two days
- Referred persons in need of an intervention that requires integrated health and social care
- Referred persons in need of therapeutic intervention to treat an illness or improve health
- Referred person requesting social care assessment for support at home
- Referred Carer assessment.

3 Organisation and People

Council services in scope for transfer

All operational service areas currently delivered by Wirral Council (WC) Department of Adult Social Services providing assessment, support planning and case management function, *except* those that provide a complex disability service or secondary mental health service.

This includes -:

Frontline delivery teams

- Birkenhead Integrated Care-Coordination Team
- Wallasey Integrated Care-Coordination Team
- South Wirral Integrated Care-Coordination Team
- West Wirral Integrated Care-Coordination Team
- Integrated Discharge Team
- Visual Impairment Team
- Care Arrangement Team
- First Contact Team
- Central Advice and Duty Team
- Occupational Therapists
- Rapid Community Response
- STAR – Short Term Assessment Reablement
- POPIN Team

Back office corporate support functions

- Arrangements for the provision/delivery of corporate support functions are detailed in the service specification to ensure service continuity and effective access and support.
- These cover areas such as: Legal and Democratic services, HR Employee Services, Employee Relations, Recruitment, Organisational Development, Payroll, Training, Finance/Accountancy, Personal Finance Unit, Estates, IT, Communications/Press Office.
- Service Level Agreements to cover service offer will be included in the contract and specification.

4 Locations, Buildings and other Assets

Co-located Staff

- Teams will be co-located wherever possible as this is central to the development and deepening of informal and formal learning and networking across professions.
- The development of more flexible and mobile ways of working will contribute to the ability to share information about patients in real time and support the goal of coordinated and integrated care and support that meets patient needs
- Desk space will generally be allocated on a 7:10 ratio as flexible working is expected.

The proposed sites for integrated services are as follows with options continuing to be explored that will optimise Integrated Health and Social Care delivery.

- Birkenhead ICCH - St Catherine's Hospital and Stein Centre
- Wallasey ICCH - Water Street and Victoria Central Health Centre
- West Wirral ICCH - The Warrens and Bebington Civic Centre
- South Wirral ICCH - Eastham Clinic
- Rapid Community Response Service –St Catherine's Health Centre
- Integrated Occupational Therapy Service - Pennant House and Highfield.
- Integrated Discharge Team – Wirral University Teaching Hospital
- STAR Reablement (inc VIT and POPIN) - Conway Building
- Single Integrated Gateway (inc First Contact and CADT) - St Catherine's Health Centre

5 Information and IT

Integrated IT

Partners will work toward an integrated IT system which will enable agencies to contribute to and share information about individuals. Wirral Community Foundation Trust (WCFT) will continue to use System One, and Liquid Logic will be used for all social care assessment and support planning purposes, including all delegated social care functions e.g. safeguarding.

WCFT will promote digital access and the uptake and completion of online assessments.

The overall IT Roadmap includes the development of the Wirral Care Record which is currently being implemented through a third party CERNA.



IT Support

- Liquid Logic is a case management system, and the financial system is Controcc, both are commissioned and hosted by Wirral Council (WC)
- Wirral Council (WC) will transfer laptops and desktops with the staff transferring, replacement costs will fall to the Wirral Community Foundation Trust (WCFT).
- Wirral Council (WC) will provide licences and training to Wirral Community Foundation Trust (WCFT) staff that require Liquid Logic system access.
- Wirral Council (WC) will provide a Liquid Logic helpdesk function that will be supported via a Service Level Agreement (SLA).
- Mobile telephones – will transfer with the staff transferring, the contact novated across to the Wirral Community Foundation Trust (WCFT) and replacement costs will fall to Wirral Community Foundation Trust (WCFT)
- Wirral Community Foundation Trust (WCFT) will supply laptops/mobile telephones to newly appointed staff.
- Wirral Council (WC) staff transferring to Wirral Community Foundation Trust (WCFT) will adopt NHS email addresses and will utilise Wirral Community Foundation Trust (WCFT) NHS systems such as file servers, Intranet etc.
- Budgets for related items are being identified as part of the corporate services review

6 Sourcing and Partners

- Wirral Community Foundation Trust (WCFT) will work with a range of partnership organisations and individuals in the delivery of an integrated service.
- This will include a range of statutory services and voluntary, faith, community and third sector organisations.
- Wirral Community Foundation Trust (WCFT) will continue to work with commissioners and other providers in order to develop a health and social care system that is sustainable and which provides improved outcomes for local people.

7 Management System – Commissioning, Contracting and Governance

Commissioning of the Service

The services will be commissioned from Wirral Community Foundation Trust (WCFT) by Wirral Council (WC) through the Integrated Commissioning Hub which is a key development for strategic commissioning. It will be a key change for NHS providers as well as for Adult Social Care. All performance indicators and delivery targets will be formally specified as part of the contract for delivery. It is expected that full integration with the NHS would offer opportunities for improved performance and efficiency.

- Whilst the delivery of statutory duties of Wirral Council (WC) related to Adult Social Care are delegated to Wirral Community Foundation Trust (WCFT) the statutory duty remains with Wirral Council (WC).
- The model of integration is a TUPE transfer of staff from Wirral Council (WC) to Wirral Community Foundation Trust (WCFT).

Contracting

The service will be a contracted service, commissioned under a S75 Agreement between Wirral Council (WC) and Wirral Community Foundation Trust (WCFT,) with a detailed contractual service specification outlining the outcomes required.

- Wirral Council (WC) will transfer a number of staff to Wirral Community Foundation Trust (WCFT), inclusive of a range of Service Level Agreements and buy back agreements as part of the S75 agreement.
- The Integrated Commissioning Hub (Wirral Council and Wirral CCG) will manage the contract and budget spends via Contract Managers.
- The contract duration is 5 years – subject to early termination.

Contractual Framework and Contract Monitoring

The contract will be held by the Assistant Director for Health and Care within the Councils (WC) strategic hub who will ensure that the service is accountable for meeting statutory outcomes, quality and performance standards including specifically;

- Accountability for assessing local needs and ensuring availability and delivery of a full range of adult social services
- Preventing reducing and delaying care needs escalating
- Promoting wellbeing, a new assessment duty

- Identifying assessing and supporting Carers
- Professional leadership, including workforce planning
- Managing demand
- Safeguarding statutory delivery duties

Governance Framework

A Partnership Governance Board is to be set up to oversee the quality standards and to ensure that the service provided meets the expected outcomes.

Quality Assurance and professional Standards

- Quality Assurance, market management and oversight of care providers will remain a function provided by Wirral Council.
- The role of Principal Social Worker will remain with Wirral Council (WC) and the Principal Social Worker will support managers in Wirral Community Foundation Trust (WCFT) with practice standards and professional development.
- The standards and quality of the service provided by Wirral Community Foundation Trust (WCFT) will be monitored by contract managers, drawing on business information, activity, complaints information, and compliance with statutory duties.
- Whilst the delivery of statutory duties of Wirral Council (WC) related to Adult Social Care is delegated to Wirral Community Foundation Trust (WCFT), the statutory duty remains with Wirral Council (WC.)
- A training budget is allocated as part of the contract agreement, and which will enable Wirral Community Foundation Trust (WCFT) to support the continued professional development of staff transferring.

Budget arrangements –

- Staffing costs will be included in the contract value for transfer of staff. The contract will specify arrangements for the contract value in future years.
- The care budget will be held by Wirral Council (WC) and Wirral CCG, an allocation will be made from which Wirral Community Foundation Trust (WCFT) will draw down against.
- Expected efficiencies relate to demand management and any other initiatives to manage demand within specified available budget.