

CYNGOR SIR POWYS COUNTY COUNCIL

AUDIT COMMITTEE

13 January 2011

REPORT BY: Strategic Director Care & WellBeing
Senior Partnership Manager (Care & Well-Being)

SUBJECT: Wales Audit Office Review of New Models of Health
and Social Care

REPORT FOR: Information/Decision

1.0 Introduction

The Wales Audit Office Review of New Models of Health and Social Care was published in January 2010. An action plan was developed in response to its recommendations and progress has been made. The Integration of Health and Social Care Services within the Council and Powys teaching Health Board (PtHB) presents the opportunity to consolidate significantly this progress. The development of a single programme for the implementation of Health and Social Care Services will respond comprehensively to the requirements of the WAO. This report describes progress and future developments in this context.

2.0 Concerns Raised in Audit

The WAO Audit Report on New Models of Health and Social Care made the following high-level findings:

- *“The Council and the tLHB have set out strategic plans for a new model of health and social care services but have not clarified the relationship between the development of county-wide plans and local delivery.*
- *The Council and the tLHB have agreed the principal elements of a new model for health and social care services at a high level with significant recent progress in the arrangements to support developments at the County and local levels*
- *Work to align the planning and delivery of local services within a Powys wide approach is in progress but still at early stages.*
- *The progress on the development of detailed analysis and delivery arrangements has been relatively slow and is impeded by the need for more complete needs analysis and further strengthening of partnership arrangements*
- *The rate of progress since the Clinical Governance Phase 1 report and initial consultation on proposals for provision at Builth Wells in 2007 has been slower than intended.*

- *The analysis of need and service options is incomplete although work in these areas is now progressing.*
- *The Council and tLHB have developed partnership arrangements but these do not yet provide an appropriate hierarchy of clear responsibilities and decision making.*
- *Uncertain affordability and lack of developmental capacity are likely to constrain implementation of the new model.*
- *The resource requirements for delivering a new model of services are not clear and therefore the affordability of the new model is not clear.*
- *Staff capacity to develop the necessary planning and project management arrangements has not been assessed and present capacity may be insufficient.”*

The report made 8 recommendations:

- *“Complete the local and Powys-wide needs assessment to inform the detailed planning of services;*
- *Plan the detailed development of services within a whole system including provision of beds, facilities and community services within social care and health;*
- *Identify and agree affordability and financial envelopes to support the re-modelling of services;*
- *Improve the alignment of the New Models of Health & Social Care Programme Board with the wider HSCWB agenda and ensure the membership of groups is appropriate to the decision making role of the groups;*
- *Clarify the responsibilities and accountability of the different groups and participants in the Health, Social Care and Well Being Partnership structure;*
- *Determine the decision making requirements for the developments at local and county-wide levels and incorporate the key decision making milestones and dependencies in a Programme Plan;*
- *Agree the project planning methodology to be used for all elements of the development of new models of health and social care and the links between plans and strategies;*
- *Assess the capacity and skills required to deliver the necessary change programme including the capacity to proactively manage public engagement, and jointly develop arrangements to ensure sufficient capacity and skills are available.”*

3.0 Current Situation

A number of key contextual developments have taken place that have fundamentally improved the context in which New Models of Health and Social Care can be driven forward:

- PCC/PtHB Merger
 - Merger/Integration Board – Joint Governance Framework

- Integration initiatives e.g. IM&T, Communications
- Health and Social Care Integration
 - Integration of operational management at locality level.
- Adult Living Program
 - Workstreams focus on workforce redesign and implementation
- Strategic Outline Program
 - PtHB Programme for change
- ALP/SOP merger
 - Agreement reached
 - Opportunity for a single change programme with a single strengthened governance framework
- HSCWB Partnership Review
 - To address the role of the HSCWB Partnership.

4.0 Future Situation

In order to address the recommendations of the Review, fundamental changes were necessary. PCC and PtHB have are reshaping the organisational context in which Integrated Health and Social Care Services will be delivered. In some respects, the two organisations are still in a period of transition and change. However the following observations can be made in relation to the 8 recommendations.

4.1 Needs Assessment - *“Complete the local and Powys-wide needs assessment to inform the detailed planning of services”*

- All locality developments take place on the basis of a structured needs assessment.
- An approach to needs assessment and capacity modelling has been adopted within the PtHB SOP process.
- This can be extended as SOP and ALP merge to produce an integrated approach to need/capacity modelling.
- Development of a joint commissioning framework will support this – eg “Accommodation Strategy”
- The Local Service Board is leading the development of an outcome based Single Delivery Plan, this is based on a unified “pan-Partnership” needs assessment.

4.2 Plan development within a whole system – *“Plan the detailed development of services within a whole system including provision of beds, facilities and community services within social care and health”*

- In the context of locality developments, a clear service model has been developed based on the Common Vision Statement.
- This has been developed with careful stakeholder engagement – eg Builth Wells, Llanidloes
- Both ALP and SOP have Service Redesign Workstreams and a Concept Paper is being produced which will reflect the work of both.
- The alignment of ALP and SOP will move this forward.

4.3 Assess affordability – *“Identify and agree affordability and financial envelopes to support the re-modelling of services”*

- Initial work has been undertaken on this at locality level, especially in Bulth Wells.
- Work on the development of a countywide reablement service has progressed this.
- Specific work to address affordability will be undertaken either within the Integration Project or the ALP/SOP Program.
- The Value for Money Workstream within ALP seeks to free up resources to deliver New Models.
- The development of a Joint Commissioning Framework will support resource reconfiguration.

4.4 Improve alignment of NMHSC with HSCWB and address membership – *“Improve the alignment of the New Models of Health & Social Care Programme Board with the wider HSCWB agenda and ensure the membership of groups is appropriate to the decision making role of the groups”*

- The role of HSCWBP and NMHSC Programme Board is being reviewed in the context of merger and integration.
- WIHSC have undertaken a review of the HSCWB Partnership with engages all stakeholders
- The HSCWBP will need to evolve in response to:
- The alignment of the ALP/SOP could potentially take on the role of HSCWBP with appropriate communication and engagement processes behind it.
- Membership of the integrated ALP/SOP will be reviewed.

4.5 Clarify accountabilities – *“Clarify the responsibilities and accountability of the different groups and participants in the Health, Social Care and Well Being Partnership structure”*

- Progress is described in Section 4.4 above.

4.6 Improve decision making framework – *“Determine the decision making requirements for the developments at local and county-wide levels and incorporate the key decision making milestones and dependencies in a Programme Plan”*

- Closer working together of health and social care will strengthen leadership and decision making around locality and countywide developments can take place.
- The alignment of the ALP and SOP will provide appropriate governance.
- The development of a Single Modernisation Program under an aligned ALP/SOP will give the necessary structure around decision making and milestones.

4.7 Project planning methodology – *“Agree the project planning methodology to be used for all elements of the development of new models of health and social care and the links between plans and strategies”*

- Appropriate programme management practices will be employed within an aligned ALP/SOP.

4.8 Program support capacity – *“Assess the capacity and skills required to deliver the necessary change programme including the capacity to proactively manage public engagement, and jointly develop arrangements to ensure sufficient capacity and skills are available.”*

- The alignment of the ALP/SOP provides an opportunity to review existing planning and commissioning capacity.
- Additional opportunities from integration have been taken e.g. staff secondment to undertake work on joint IM&T Project.
- Opportunity to develop an Integrated Change Team.

Recommendation:	Reason for Recommendation:
To note the report on progress.	To update the Audit Committee
To support the development of a Single Programme for Integrated Health and Social Care Services	To support the recommendations of the WAO Report

Contact Officer Name	Tel:	Fax:	Email:
Caroline Byrt	01597 826906	01597 826149	caroline.byrt@powys.gov.uk
Gerry Davidson	01874 712542		Gerry.Davidson@wales.nhs.uk

		<p>Efficiencies - The Value for Money Workstream within ALP seeks to free up resources to deliver New Models whilst delivering necessary efficiencies.</p> <p>Joint Commissioning Framework – Work is underway to develop a Joint Commissioning Framework between the THB and PCC. This will support resource reconfiguration.</p>		
R4	Improve the alignment of the New Models of Health and Social Care (NMHSC) Programme Board with the wider HSCWB agenda and ensure the membership of groups is appropriate to the decision making role of the groups.	Single Programme for the Implementation of Integrated Health and Social Care Services - The role of HSCWBP and NMHSC Programme Board is being reviewed in the context of merger and integration. WIHSC have undertaken a review of the HSCWB Partnership with engages all stakeholders. The merged ALP/SOP could conceivably take on the role of HSCWBP with appropriate communication and engagement processes behind it. Membership of the merged ALP/SOP will be reviewed.	Started	March 2011
R5	Clarify the responsibilities and accountability of the different groups and participants in the HSCWB Partnership structure.	As above	Started	March 2011
R6	Determine the decision making requirements for the developments at local and county-wide levels and incorporate the key decision making milestones and dependencies in a Programme Plan	Single Programme for the Implementation of Integrated Health and Social Care Services - Health and social care integration will provide a single management structure within which decision making around locality and countywide developments can take place. The integration of the ALP and SOP will provide appropriate governance. The development of a Single Modernisation Program under a merged ALP/SOP will give the necessary structure around decision making and milestones.	Started	March 2011
R7	Agree the project planning methodology to be used for all elements of the development of NMHSC and the links between plans and strategies.	Single Programme for the Implementation of Integrated Health and Social Care Services - Appropriate programme management practices will be employed within a merged ALP/SOP.	Started	March 2011

R8	Assess the capacity and skills required to deliver the necessary change programme including the capacity to proactively manage public engagement, and jointly develop arrangements to ensure sufficient capacity and skills are available	<p>Single Programme for the Implementation of Integrated Health and Social Care Services – The organisational merger and health and social care integration provides the opportunity to review existing planning and commissioning capacity. This is ongoing. Additional opportunities from integration have been taken eg staff secondment to undertake work on joint IM&T Project. There is the opportunity to develop an Integrated Change Team specifically supporting the Programme for Integrated Health and Social Care.</p>	Started	July 2010
----	---	--	---------	-----------