



Integration Plan

An outline

Our Pioneer statement of intent:

"With our local communities, we are resolved to make a major difference to the quality of life of our population, to break – permanently – the cycle of disadvantage which curtails the opportunities of one generation after another, to support people to be as

Excellent, joined-up care for everyone

well and independent and fulfilled as they can be, and to care with compassion when they cannot. To do this, we need to join up with each other to make our care seamless and put more power in the hands of those who need our care and support.”

Integrated, or well-coordinated, health and social care is well established across our area. This gives us a good foundation to build on, but it is no more than a starting point. Our ambitions for joined-up care reach far beyond this.

We envisage a wholly new system of health and care, in which we work side by side with our community organisations to help bring about the changes that communities themselves identify as most important to them.

In Torbay, integrated health and care has brought real improvements, especially for older people. But important challenges remain for young people and families. The seamless, multi-disciplinary working that enabled coordinated health and social care for adults to flourish must now be extended across the whole community, to families with troubles, and to those with fewer life chances.

Mental health workers and GPs will be integrated into our new community hubs, ensuring that care meeting whole-person needs is coordinated around each individual, with the person themselves in control.

Overwhelmingly, care will be outside hospital and closer to home. As the cornerstone, we see a reformed and vibrant primary care model integrated with the wider community, and a smaller acute hospital offering highly specialist care, not routine care for those with long-term conditions. Vital parts of this system will work seven days a week, so that care on a Sunday is as good as care on a Monday, and people are in the place that is best for them.

To achieve this, as statutory organisations we will come together behind an agreed purpose and defined goals, with common assent as to how our *combined* resources can best be apportioned to help us achieve those goals, regardless of organisational boundaries. The underlying principles across the system will be a new flexibility, and “more for less”.

The Integration Transformation Fund (ITF) announced by Government will provide an opportunity to think widely about how we jointly commission integrated services in order to get maximum benefit from our combined resources. Although we await confirmation of the value of ITF for our community, our initial planning assumptions show our combined ITF value is £12.7million (with £11.4m from health). This is a significant amount of money, and is already committed to providing excellent joined-up services. However, we think that the opportunities of ITF could apply equally to the whole integrated care organisation across all local health and social care funding; this would maximise the potential benefits available to us and get better value for each Torbay

pound. With ICO we have a transformative opportunity – offering far greater scope for making these integrated services better but more efficient across the whole acute and community landscape.

The ICO is a key part of the wider Pioneer plan, and the approval process is taking place currently. It is important for us now, but in the future will continue to develop as services across other organisations, such as GP services and mental health, work in a more joined up way. This is where our integration programme will find the flexibility to deliver. It will need time, and as a Pioneer site we will be asking for time, so that over a five year timescale we can reap the benefits of this flexibility, and achieve the goals set out in our Pioneer programme.

2.0 Our joint commissioning principles

Our principles for joint commissioning are based on the “I” statements set out in the National Voices narrative, which has provided a clear definition, for use nationwide, of what integrated care means for the individual:

“I can plan my care with people who work together to understand me and my carer(s), allow me control, and bring together services to achieve the outcomes important to me.”

These principles reflect the important shift in emphasis, from services that are centred on those using them, to services that are driven by those using them.

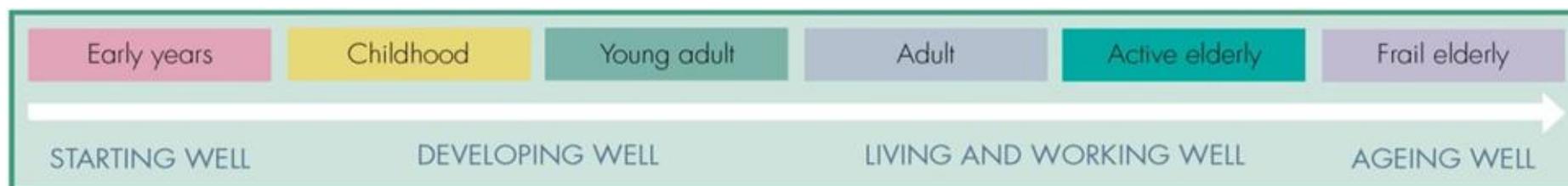
Engagement on services will be based on co-production, with feedback gathered as the engagement goes along and action taken in response.



3.0 Integrated Commissioning

Councils and CCGs are working collaboratively to deliver joined up strategic commissioning through a programme of joint strategies which is translated in to whole system change. Building on the original Pioneer submission our commissioning efforts look to identify and achieve efficiencies which can benefit a wider population and strengthen the relationship with the range of providers. Pivotal to the commissioning activity is engagement of people, which has been large scale engagement programmes have been undertaken looking at mental health services and also community services.

Our commissioning activity supports the life course of our population through Prevention, Early Help and Personalised care at an individual, family and community level.



There is already a history of successful integrated commissioning both between CCGs such as the Devon Partnership Trust contract as well as between CCG and Local authority including Public Health such as Learning Disability services and Carers services. Our intention is to further develop these arrangements with the opportunities for pooled budgets under the ITF as well as continue to actively pursue the implementation of social impact bonds across the peninsula.

In considering efficiencies in our resources we have agreed with partners a number of key strategies setting out the needs of the populations that we serve, commissioning intentions supported by localised implementation

plans. A number of these strategies cover not only Torbay but the wider geography of Devon and Plymouth with commissioners working jointly supported by shared public health intelligence.

	CONSULTATION & SIGN OFF	PUBLICATION	COVERAGE
Community Services			
Dementia : A high level strategy supported through local delivery plans to reflect any local differences.	December 2013	January 2014	Torbay Council S Devon & Torbay CCG Devon County Council Plymouth city council NEW Devon CCG
Learning Disability: A refresh of the Learning Disability strategy is in the early stages of amendment. It will provide a high level strategic intent with an alignment with more localised delivery plans to reflect local population needs.	January 2014	February	Torbay Council SDevon & Torbay CCG Devon County Council Plymouth city council NEW Devon CCG
Maternity: The aim is for this high level strategy to cover the whole peninsula. Given the scale and scope of the work, localised plans will need to develop at a pace.	June – September 2014	October 2014	Torbay Council S Devon & Torbay CCG Devon County Council Plymouth city council NEW Devon CCG Kernow CCG Cornwall County Council
Mental Health: Following the Joint strategic needs assessment and programme of community engagement, a new joint health and social care strategy for the period of 2013-2016 is being developed.	January – February 2014	April 2014	Torbay Council S Devon & Torbay CCG Devon County Council Plymouth city council NEW Devon CCG
Children and Young People & Families Plan: This sets out the strategic direction recognising a number of strands including Early Help	January – February 2014	April 2014	Torbay Council S Devon & Torbay CCG
Veterans and Armed Forces Families: An action plan has been developed consistent with the approach of partners in Devon and Cornwall which identifies the key a number of service project areas including mental health			Torbay Council S Devon & Torbay CCG NEW Devon CCG Devon County Council

			Plymouth city council
Autism: Following completion of the self assessment a number of priorities have been identified which will be formulated in to a joint coherent plan setting out organisational commissioning intent and service improvement for people with autism and their families.			Torbay Council S Devon & Torbay CCG Devon County Council Plymouth city council NEW Devon CCG
Carers: 'Measure Up' Carers Strategy for Torbay is due for refresh in 2014.			Torbay Council S Devon & Torbay CCG

PREVENTION :

EARLY HELP:

PERSONALISED CARE:

CHILDREN AND YOUNG PEOPLE: the newly formed Children and Young People Redesign Board provides the strategic engagement of commissioners and providers to deliver a refreshed Children and young people plan which will be supported by a specific programme of work including SEND implementation; responsive services to the needs of children of all ages recognising the importance of emotional and mental health. We see community hubs as a key commissioning opportunity for strengthening and releasing capacity within the community supported by the increased numbers of health visitors working alongside communities and other agencies. Role in

ADULTS : The integrated care organisation bringing together community and acute services is set to deliver the whole scale system change within the health and care sector. Quality of provision is at the heart with a skilled

and competent workforce to drive the change agenda. This will have a focus on promoting independence for example, dementia friendly communities and memory clinics; falls prevention; support for carers and active volunteering. Developing the market providing residential and domiciliary care which is part of the broader personalisation agenda including extending out personal budgets and creative solutions to meet the needs of the growing numbers of people with complex health care needs.

COMMUNITIES: Community Development Trust is a key driver in the commissioning framework along with the other voluntary and community groups to create an environment for self supporting and self reliant and improvements in long term health and wellbeing. We know that targeted support for families is effective and want to continue with the (actions in place to go here). As well as ensuring that our commissioning plans can meet expectation around the provision of suitable accommodation and support for vulnerable groups including those at risk of homelessness. After some initial scoping of impact of welfare reform we want to be in a position where collectively organisations can support communities

3.2 INTEGRATED HEALTH AND CARE SERVICES

- Current provision –
- Plans for ICO
- Aspirational and developmental opportunities

3.3 INTEGRATED HEALTH AND WELLBEING

- Evidence base

4.0 GOVERNANCE STRUCTURE

Governance structures for integration have a firm grounding in the existing health and social care pooled arrangements, and there is intent to strengthen this through the creation of the Integrated Care Organisation (ICO) in the future.

The Health and Wellbeing Board provides the strategic oversight with individual organisations retaining accountability through their relevant boards. Existing structures such as the JoinedUp Health and Care Cabinet provided a forum where agreements have been brokered around risk-sharing, changes to financial flows and other significant 'unblocking' changes to the way in which care is delivered in South Devon and Torbay. Governance arrangements will continue to be strengthened making sure that the ICO and Pioneer remain the focus of integration with a reporting line to the Health and Wellbeing board.