

Health and Well Being Board 24 February 2016

**Discussion Paper
Working Towards Integration in Rotherham**

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Purpose:

The purpose of this paper is to outline the future direction of travel for integrated health and social care services in Rotherham and update the board on proposals to develop an integrated team and hub approach.

Background:

There are a number of work programmes in place currently to promote and strengthen integrated working, the Better Care Fund (BCF) is predicated on this approach and will be an important vehicle for further integration. Alongside this, the lead Executives have identified the following priorities for further development of integrated services

- Development of integrated health and social care teams
- Development of a reablement hub incorporating intermediate care beds

Integrated Health and Social Care Teams

Evidence suggests that integrated health and social care teams achieve better outcomes than those that operate within individual organisational boundaries. The Kings Fund identifies some of the key characteristics of a successfully integrated team as:

- Community-based multi-professional teams based around practice populations.
- A focus on intermediate care, case management and support to home-based care.
- Joint care planning and co-ordinated assessment of care needs.
- Named care coordinators who retain responsibility throughout the patient journey.
- Clinical records that are shared across the multi-professional team.

Taking the Initiative Forward

Within one locality we propose that we develop a fully integrated health and social care team. The team will be co-located and will have a single line management structure and joint service specification. We propose that a combined outcome framework be developed which supports the strategic objectives of both the local authority and the CCG.

It is proposed that the integrated health and social care team will include a community physician, community nurses, a community matron, social workers, therapists and social

prescribers. The team will have a single point of access for all referrals. It will offer support with community rehabilitation, community nursing services, care coordination, supported discharge and admission prevention. It will carry out all social care assessments and reviews for the locality population. The team will develop integrated reablement plans for people at high risk of hospital admission. These plans will focus on optimisation, increasing levels of independence, promoting community integration and reducing reliance on formal care. The emphasis will be on providing support, care and advice when it is most needed and at the right time to enable resilience and minimise reliance on long term inputs to individuals, families and communities.

Key outcomes for the team will be; reductions in the cost of social care packages, reductions in hospital admissions, reduced length of stay in hospital, reductions in the number of care home residents admitted to hospital.

The process of integration will incorporate a programme of transformation that enhances inter-professional relationships and breaking down cultural/ organisational barriers.

It is proposed that the integrated team approach is introduced on a phased basis. During Phase 1 we propose that a fully integrated service is introduced in a single locality for one year. At this point we will carry out a full evaluation to establish whether the new service model can be rolled out across the borough.

A Reablement Hub Incorporating Intermediate Care

With an ageing population, people living longer with more long term conditions and a significant efficiency challenge we want to develop a more integrated approach to the provision of intermediate care services. This ambitious transformation of services will support our joint priorities of promoting independence, prevention of avoidable hospital admission and delayed discharges.

Our aim is to support recovery in a non-acute setting, enabling people to achieve optimum levels of independence. Building the right capacity and capability for an integrated intermediate care service is a key.

Taking the Initiative Forward

We propose that a fully integrated rehabilitation and reablement hub be developed, combining residential intermediate care, community rehabilitation, enabling services and specialist rehabilitation. It is proposed that the hub would offer extra care housing, incorporating access to both telecare and telehealth services.

The creation of a single rehabilitation/reablement hub enables both Rotherham CCG and Rotherham MBC to work together to transform intermediate care provision, supporting a broader range of people. Key outcomes of the hub would be to prevent hospital admissions, support discharge, reduce the cost of social care packages, increase levels of independence and promote community integration.

The emphasis would be on creating an environment to maximise multi-disciplinary team working, encouraging shared opportunities for developing links within Health and Social Care and with external partners. It is anticipated that there would be quality and cost efficiencies through economies of scale, access through a single point of contact, reduced travel time and less duplication. Contract monitoring and management would also be simpler.

Our Joint Strategic Needs Assessment (JSNA) projects a significant increase in the number of

adults with additional health and social care needs over the next five years. It is unlikely that either health or Social care budgets will be able to keep pace with the rising demand for services. Therefore, this strategy is important if the demographic challenge is to be met - it will require a joint approach to commissioning service delivery. Joint commissioning and Integrated working can remove duplication, increase economies of scale and through early prevention, reduce interventions further up the care pathway.

Recommendations:

It is recommended that the Health and well Being Board;

- Support in principle the plan to develop integrated health and social care teams
- Support in principle the plan to develop a rehabilitation and reablement hub
- Receive a detailed action plan on these two initiatives at a future meeting