

Wiltshire Council

Cabinet Transformation Committee

18 March 2014

Subject: Transformation and Health

Cabinet member: Councillor Keith Humphries, Public Health, Protection Services, Adult Care and Housing

Key Decision: No

Executive Summary

The government's reforms of the health service have presented new opportunities for placing patients at the centre and integrating health and social care around them. As GPs approach their first anniversary of working together through Clinical Commissioning Groups, the Care Bill is set to introduce radical changes to the way in which councils deliver social care.

The Cabinet Transformation Committee is now attended by partners from the health sector as well as the police and at its last meeting agreed to receive a paper on the establishment of a working group, chaired by Maggie Rae, to develop a strategic framework for engaging health partners in hubs, campus developments and future estates management.

This paper sets out proposals for the composition of the working group.

Proposal

That the Committee agrees to invite a range of health partners to take part in a working group to develop a strategic framework for engaging health partners in hubs, campus developments and future estates management.

Reason for Proposal

The development of community campuses across Wiltshire offers opportunities to transform the delivery of health and care services. A strategic framework for engaging health partners in campus developments and estates management will mean that Wiltshire can make the most of the opportunities to work more closely with our health partners.

The purpose of this paper is to ensure we are working with the right health partners to deliver the right outcomes from campuses to the people of Wiltshire.

Maggie Rae, Corporate Director

Wiltshire Council

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Purpose of Report

1. To outline the suggested next steps in the development of a strategic framework for engaging health partners in campus developments and estates management.

Background

2. The development of the Strategic Partnership with Wiltshire Police and the Office of the Police and Crime Commissioner has demonstrated that there are a range of areas for cooperation that could be explored with other public service partners.
3. The Strategic Partnership with the Police has already delivered:
 - Co-located neighbourhood policing and response teams based in Monkton Park.
 - The development of campus designs incorporating Neighbourhood Police Teams
 - The development of an estates strategy for the approval of the PCC and the Chief Constable
 - Co-location of staff in Multi Agency Safeguarding Hubs (MASH)
 - A jointly funded Transformational Change team
 - A joint IT solution that enables access to services across both estates.
 - A joint systems thinking team with three full time staff seconded from the Police.
 - A single, jointly funded Programme and Project Management team for both organisations following the transfer of OPCC staff to Wiltshire Council.

Health Context and Main Considerations

4. There are a large number of health bodies operating in Wiltshire which may be relevant to the development of a framework for strategic engagement in campuses and estates management. These include:

- NHS Wiltshire Clinical Commissioning Group (CCG)
 - NHS England (Local Area Team)
 - NHS Property Services (known as PropCo)
 - GP Practices where relevant
 - Public Health England (Area Team)
 - Avon and Wiltshire Mental Health Partnership
 - The Acute Hospitals and Community Hospitals
5. The CCG is close to finalising a five year strategic and two year operational plan, which will include a vision for the future of primary care in Wiltshire consistent with a National Primary Care strategy being developed, as part of the NHS 'Call to Action'. This is due for consideration by the Health and Wellbeing Board shortly. Within this there is consideration of how access to services in the community can be improved.
 6. There is a national mandate to deliver fully integrated services by 2018 (reinforced by legal duties) and a Better Care Plan has been developed, which will deliver 7-day working in health and social care to support patients being discharged and prevent unnecessary admissions at weekends; as well as a joint approach to assessments and care planning. Proposals for the use of the Better Care Fund will be finalised soon. Wiltshire Council social care teams are already based in the acute hospitals to help plan a smooth discharge of patients.
 7. Joint commissioning arrangements have been developed drawing on the evidence set out in the Joint Strategic Assessment and the priorities in the Joint Health and Wellbeing Strategy. The Children's Trust has a well established commissioning executive with shared council and CCG funding as well as support staff. In adult social care the Joint Commissioning Board has delivered:
 - The drafting of a formal Joint Business Agreement, to cover joint arrangements between the Council and the CCG.
 - The development of proposals for joint commissioning arrangements for mental health services, with Wiltshire Council staff hosted by the CCG.
 - The development of proposals for joint commissioning arrangements for learning disabilities services, hosted by the Council, with proposals coming back to the HWB in early 2014.
 - Proposals for a Community Transformation programme
 8. Work on the Community Transformation programme with the Clinical Commissioning Group (CCG) aims to deliver integrated services closer to where people live. Plans are developing for service delivery to be concentrated around 23 local clusters of GP practices with increasing alignment between primary care, community health services and social care around these clusters. These align with the council's community areas and community campus model.

9. The CCG and individual GP practices are in early discussions with the council concerning integration of health care facilities within the community campuses, as plans develop locally (e.g. Melksham, Bradford on Avon). The CCG also work closely with both NHS England and the Communities Services estate and have offered their help in facilitating discussions at a strategic level on estates management and ensuring local engagement.
10. The fragmented nature of ownership of the health estate in Wiltshire and the development of Community Campuses (co-produced with the local community) means that now is a good time to consider the development of a strategic framework for engaging health partners in campus developments and estates management. The framework could set out ways in which Community Operations Boards could engage health partners in a systematic way across the whole county, as well as the other mechanisms that may be necessary. The suggested representatives for a working group are shown below, in addition to Maggie Rae as chair.

NHS Wiltshire Clinical Commissioning Group (CCG)	Simon Truelove, Chief Finance Officer
NHS England (Local Area Team)	Debra Elliott, Area Director
NHS Property Services (known as PropCo)	Harold Caldwell, Area Manager
GP Practice Managers where relevant	TBA
Avon and Wiltshire Mental Health Partnership	Dr Julie Hankin, Chief Executive
Representative of Acute Hospitals and Community Hospitals	Howard Jones, Estates Director (Royal United Hospital) Nerissa Vaughan, Chief Executive (Great Western Hospitals) Laurence Arnold, Estates – (Salisbury Foundation Trust)

Safeguarding Considerations

11. Multi Agency Safeguarding Hubs, which co-locate relevant police and health staff, remain a commitment of the council, with technology enabled across agencies.

Public Health Implications

12. The focus of public health in prevention of ill health continues to deliver benefits to the population and helps reduce pressure on health and social care services. Opportunities for inclusion of appropriate early intervention and preventative services will be considered as part of the development of campus development.

Climate Change Implications

13. Ensuring the most efficient use of public sector estate and technology will help to lower carbon emissions within the county. On the other hand, the council's carbon footprint and associated liabilities under the Carbon Reduction Commitment will increase from multiple and more intensive use of council buildings.

Risk Implications

14. The risks associated with any specific proposals will be identified through the work of the working group.

Finance Implications

15. There are significant financial challenges facing the council and other public services and this means working together to reduce costs is a priority. At this early stage it is not possible to provide estimates of the financial costs or benefits of working together with partners. The financial impacts will become clearer as the work progresses and will be fully appraised during the next phase of Campus modelling and delivery.

Relevance to the Council's Business Plan

13. The Business Plan states: "We will deliver a joint transformation programme across the whole council with the police and extend this to include other public and voluntary sector bodies throughout Wiltshire".

Conclusions

14. The establishment of a working group with the health partners listed above and chaired by Maggie Rae will be a timely development and ensure that a strategic framework for engaging health partners in campus developments and estates management across the county is in place. The working group can benefit from the support of the Transformation team who will develop a project plan for taking forward the work.

Maggie Rae
Corporate Director

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