

Wiltshire Integration Programme Plan

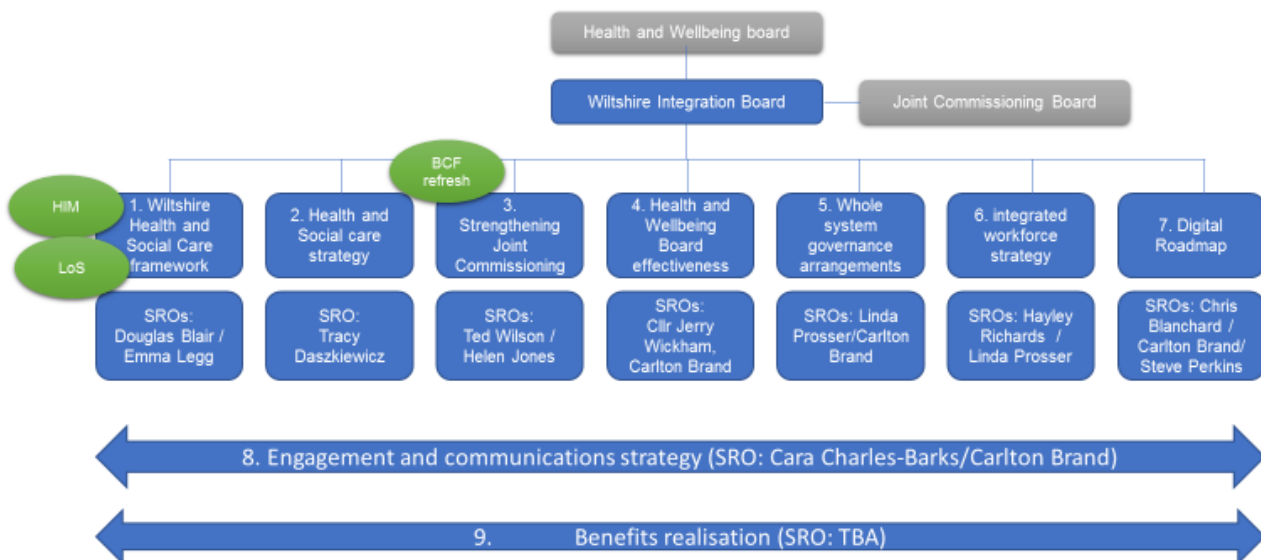
Wiltshire Integration Programme Plan (September 2018)



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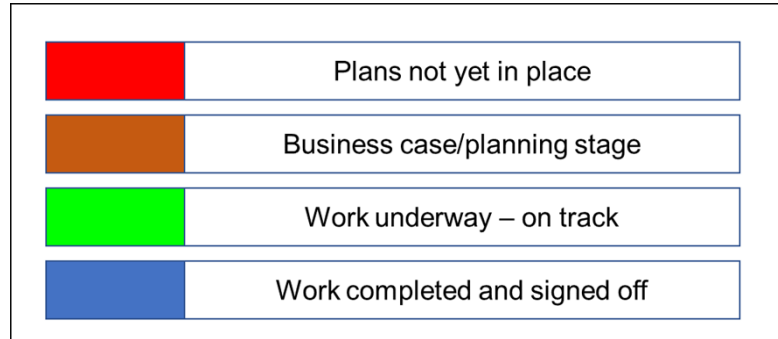
Wiltshire Integration Programme Plan

- This integration programme plan has been created from the CQC Local Action Plan to define the programme of change now in place to further improve health and social care services for Wiltshire Residents. The plan is organised into nine key themes as summarised below:
 - New Wiltshire Health and Social Care framework model - to help people in Wiltshire to live as well as possible
 - Single overarching strategy to provide more effective prevention, health and social care outcomes for the population- We will create and implement one approach to provide people with better health and social care
 - Strengthening Strategic Commissioning across the whole system- we will ensure that we buy the best systems and services to give our residents the best possible support when they need it
 - Improve Wiltshire’s Health and Wellbeing Board effectiveness- we will make and take decisions together at the top table
 - Unifying and developing whole system governance arrangements- we will work together to ensure our organisations work in safe and effective ways
 - Developing a sustainable integrated workforce strategy- we will create and develop inspiring teams of people to meet the health and social care needs of the population
 - Implementing digital opportunities and information sharing across the system- we will use the right technology to share information safely and help to create the best experience for people when they interact with us
 - Single integrated engagement and communications strategy- we will listen and talk to people in a unified voice
 - Benefits realisation – we will be clear about the improvements for residents and we will monitor and report our progress throughout the programme lifecycle.
- This Integration Programme plan will be owned by the Wiltshire Integration Board, who in turn will report to the Health and Well-being board and other committees as required.



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3. In parallel with the delivery of the Integration plan, there are “in year” programmes that must also be delivered, this plan incorporates these other important programmes such as reducing length of stay, the production of the high impact model and the refresh of the BCF plan
4. To provide routine board level reporting the plan has adopted a simple traffic light reporting system as follows:



This will enable board members to manage the programme plan by exception.

5. To maintain linkage to the CQC local Action plan the areas of improvement identified during the review have been preserved.
6. SRO's will provide reports to the Wiltshire Integration Board on each of the key themes at each board meeting.

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1. Wiltshire Health and Social Care Model

In the new Integrated Health and Social Care Model Primary Care, Community Services, Social Care, Mental Health, private providers, Secondary Care and voluntary services work together to deliver a placed-based care for the Wiltshire population. Depending on the needs of an individual as well as risk profile based on risk stratification tools, different level of interventions will be available.

Principles of Place-based Integrated Care:

- Develop/maintain services to promote prevention, self-help, self-care and access to the appropriate care
- To provide improved person-centered proactive services at home or closer to home where possible
- Use Secondary care only when clinically appropriate and treatment/care is not possible in community
- Facilitate timely and speedy discharges once the patients are medically fit to leave hospital
- Minimize the use of long term care
- To agree on an evidence-based and consistent approach to EOL

Ref	Project milestone	Lead	Start Date	End Date	Status (G/A/R)	Governance	CQC Cross reference key
1	New Wiltshire Health and Social Care Framework (SRO: Douglas Blair/Emma Legg)					JCB	
Design of New framework for the whole Health and Social Care System – The following principles are to be embedded into the design and production of the new framework							
1.1	To ensure more direct involvement of service users in the design and delivery of the new model using tools such as Evidenced-Based Design	SG/ Sara McClellan	Aug 2018	March 2019		WDG	AO110
1.2	Health and Social Care professionals to promote self-care and self-management dealing with individuals wherever possible	All	June 2018	Dec 2018		WDG	AO114

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Ref	Project milestone	Lead	Start Date	End Date	Status (G/A/R)	Governance	CQC Cross reference key
1.3	To ensure consistent use of Social Prescribing to supports individuals to self-care and connect to community based support	Public Health	July 2018	March 2019		WDG	AOI8, AOI9
1.4	To agree the use of integrated single assessment tool across health and social care to improve service user experience	EL	July 2018	June 2019		WDG	AOI8, AOI9
1.5	Review and improve access to support and sign-posting for people who fund their own care	DM/EL	Aug 2018	March 2019		WDG	AOI13
Delivery actions – (not dependant on the new Health and Social Care framework)							
1.6	EOL Board to ensure there is a consistent approach in EOL care including care planning and access to the care plans by all professionals involved with the individual's care	TW/HJ	July 2018	March 2019		JCB	AOI8, AOI09
1.7	To jointly identify and prioritise individuals at EOL to prioritise POC for them	TW/HJ	July 2018	March 2019		JCB	AOI8, AOI09
1.8	Local Authority and CCG to jointly work on the process map of the current CHC Pathways	DM/WC	June 2018	Dec 2018	delivery	JCB	AOI11
1.8	To develop an updated jointly agreed CHC Operational Policy and Dispute Resolution Policy	DM/WC	June 2018	Dec 2018	delivery	JCB	AOI 2
1.9	Production of a training strategy for all staff involved in the identification and assessment of CHC	DM/WC nominee	June 2018	Dec 2018	delivery	JCB	AOI 2 AOI 11
1.10	To develop a policy agreement across the STP to define the respective responsibilities regarding health and social care interventions to ensure that those individuals who may not meet the criteria for CHC but who may require a joint package of care are appropriately identified	DM/WC nominee	June 2018	Dec 2018	delivery	JCB	AOI 2 AOI 8, AOI 9

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Ref	Project milestone	Lead	Start Date	End Date	Status (G/A/R)	Governance	CQC Cross reference key
1.11	To have mechanisms in place to identify vulnerable people who might lack a support network at an earlier stage (preventative approaches through LAC pilot)	Public Health	June 2018	Dec 2018	delivery	WDG	AOI8, AOI9
1.12	To identify carers at risk to support them to cope	SG	July 2018	March 2019		WDG	AOI8, AOI9
1.13	To refresh the Better Care Fund plan for 2017/19 ("Autumn" delivery agreed)	TM	Sept 2018	Dec 2018		WDG	AOI9
High Impact Model – transfers of Care							
Change 1 Early Discharge Planning							
1.14	To increase social worker input to A&E. To review the outcome of the trial at the Great Western Hospital NHS Foundation Trust to have a dedicated social worker in A&E to understand whether this can be continued.	EL	July 2018	March 2019		WDG	AOI8, AOI9
1.15	To ensure multidisciplinary early discharge planning including EDD expected date of discharge setting is a standard approach in all acute hospitals	TW	July 2018	March 2019		WDG	AOI8, AOI9
Change 2 Systems to Mangle Patient flow							
1.16	To use electronic patient flow data to guide discussion at WICC to identify and manage problems throughout the system	TW	July 2018	March 2019		WDG	AOI8, AOI9
Change 3 Multi-Disciplinary / Multi agency discharge teams							

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1.17	Align Reablement and Home First services, including the provision of contingency plan.	EL/ DB	July 2018	March 2019	delivery	WDG	A015
Change 4 Home First / Discharge to assess							
1.18	Integrated Discharge Pathway re-design to accelerate discharges (Pathway 1)	Helen Mullinger	July 2018	November 2018	delivery	WDG	AOI8, AOI9
1.19	Integrated Discharge Pathway re-design to accelerate discharges (Pathway 2)	Helen Mullinger	November 2018	March 2019		WDG	AOI8, AOI9
1.20	To implement the already agreed 4 discharge Pathways across all hospitals	EL/DB	July 2018	March 2019		WDG	AOI8, AOI9
Length of Stay – Over 21 day stays in hospital (25% Target reduction by December 31, 2018) – SRO Paul Goodwin							
1.21	Confirmation of scope and boundary, and dashboard reporting requirement across the whole STP area for the LoS programme	TM	Sept 2018	Sept 2018		LDB	
1.22	Trajectory, metrics and ownership of the reduction plan.	TM	Sept 2018	Sept 2018		LDB	
1.23	Performance management and reporting	TM/JD	Oct 2018	March 2019		LDB	
Change 5 Seven day services							
1.24	There is a need to review provider contractual arrangements to ensure 7 day discharges to care homes are achievable	TW/HJ	July 2018	Dec 2018		WDG	AOI8, AOI9
Change 6 Trusted Assessors							

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Ref	Project milestone	Lead	Start Date	End Date	Status (G/A/R)	Governance	CQC Cross reference key
1.25	Implement Trusted Assessment model across the whole system.	HJ/TW/ provider	Sept 2018	March 2019		WDG	AOI8, AOI9
	<ul style="list-style-type: none"> Meeting with Senior decision makers to determine Trusted Assessors model 	TM	Sept	Sept		WIB	AO18, AO19
	<ul style="list-style-type: none"> Business and mobilisation plan to WIB for approval 	TM	Sept	Oct		WIB	AO18, AO19
	<ul style="list-style-type: none"> Mobilisation of Trusted Assessment model 	TM	Oct	Dec		WIB	AO18, AO19
Change 7 Focus on choice							
1.26	Scope and establish a project to develop an integrated patient/family/carers Choice Policy (link to 8 high impact actions)	TM	Sept 2018	Nov 2018		WDG	AOI8, AOI9
Change 8: Enhancing health in care homes							
1.27	To ensure there is a joined-up approach in supporting care homes to minimise hospital admissions	DM/EL	July 2018	March 2019		WDG	AOI8, AOI09
1.28	To establish Red Bag scheme for Wiltshire Care Homes	DM/EL	July 2018	March 2019		WDG	AOI8, AOI09

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2.	A single overarching Health and Social care strategy, improving outcomes with a focus on prevention and early intervention (SRO: Tracey Daszkiewicz)						
2.1	To create a shared vision statement by engaging with Wiltshire residents and final sign off by H&WBB	SB	July 2018	March 2019	delivery	HWB	AOI 1
2.2	Utilise Health and Wellbeing Board to develop an integrated overarching strategy (for the whole population) considering the current climate and challenges to promote prevention, self-care, proactive care closer to home, minimising requirement for long term care and bring best outcome for the population (the current H&WBB Strategy expires in 2019)	SB	Sept 2018	April 2019	delivery	HWB	AOI 1
2.3	To agree a methodology to develop an evidence based approach for development of strategies, using public health statistics and population intelligence	SB	Aug 2018	April 2019	delivery	HWB	AOI 1
2.4	To ensure the strategy promotes the culture of quality improvement and empowers staff to try new ways of working and feel supported in doing so	SB	Aug 2018	Dec 2019		HWB	AOI 1
2.5	To design a process to ensure service strategies, amongst all partners, exist and that a golden thread aligns these strategies to the Integrated Overarching Strategy	SB	Aug 2018	Dec 2019		HWB	AOI 1
2.6	Building the continuous improvement methodologies into the development of the strategies to measure outcomes and impact of the new strategies	SB	Aug 2018	Dec 2019		HWB	AOI 1

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3	Strengthening Joint Commissioning across the whole system with increasing leadership from providers. (SRO: Ted Wilson and Helen Jones)						
3.1	A programme of work developing trust and confidence and to promote integration and joint working across all organisations	TW/HJ	July 2018	March 2019		JCB	AOI 3
3.3	To further develop joint working arrangements at all levels and work together to commission and monitor the delivery of services	TW/HJ	July 2018	March 2019		JCB	AOI 3 AOI 4
3.4	LA and CCG commissioners to align their commissioning strategies so there is one clear ask of providers	HJ/TW	July 2018	March 2019		JCB	AOI16
3.5	To Develop a sustainable financing model to describe how budgets are defined i.e. pool budget etc	SP/IB	July 2018	March 2019		JCB	AOI 3
3.6	To utilise JCB and Wiltshire Commissioning Group to jointly deliver outcome based-commissioning intentions and specification for the new integrated model of care	TW/HJ	July 2018	March 2019		JCB	AOI 3
3.7	All system leaders and in specific commissioning leaders to put in place the environment for change to happen by working with others to develop working relationships, systems for collaborative working and development of the infrastructure for community based care.	HJ/TW	July 2018	March 2019		JCB	AOI 3 AOI 4
3.8	Commissioners to ensure appropriate processes and mechanisms are in place to jointly monitor and ensure that standards are met and improvements are made.	HJ/TW	July 2018	March 2019		JCB	AOI 3 AOI 4
3.9	In line with STP strategy and direction providers will increasingly take the leadership role across the system through a new provider led Wiltshire delivery group to be chaired by providers.	DB/Acute CEO's	July 2018	March 2019		JCB	AOI 3 AOI 4

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4	Improve Wiltshire's Health and Wellbeing Board effectiveness (SRO Cllr Jerry Wickham, Carlton Brand)						
4.1	To refresh the arrangements and the functionality of the board	JW/CB	July 2018	Dec 2019		HWB	AOI3
4.2	To hold to account all partners to deliver the agreed whole system vision and strategy	JW/CB	July 2018	Dec 2019		HWB	AOI3
4.3	All schemes to have objectives and metrics to demonstrate impact. Ongoing performance assessment by the board of all work stream activity scheduled for review by the board	JW/CB	July 2018	Dec 2019		HWB	AOI3
4.4	Improved focus on the topics that are reported to the board linked to population need, our JSNA and shared system objectives	JW/CB	July 2018	Dec 2019		HWB	AOI3
4.5	Option appraisal exercise for future use of independent chair	JW/CB	July 2018	Dec 2019		HWB	AOI3
4.6	Joint chair with CCG and the Council	JW/CB	July 2018	Dec 2019		HWB	AOI3
4.7	To plan for a longer view for HWB strategy potentially 15 Years to start considering increasing frail/elderly population amongst other population level health issues.	JW/CB	July 2018	Dec 2019		HWB	AOI3
4.8	On 03 July 2018, a decision was taken by the Council to appoint a permanent DASS. New working arrangements are now under discussion between the DASS and Councillors to better define the roles of elected councillors and Senior officers. New governance arrangements are now being mobilised to enable clear forums for Senior officers across the system to support and challenge each other.	JW/CB	July 2018	Dec 2019		HWB	AOI3, AOI6
4.9	All projects and initiatives that are part of the HWBB to report to the board outcomes and milestones progress. Officers would then be held to account for delivery.	JW/CB	July 2018	Dec 2019		HWB	AOI3
4.10	To focus on prevention, and to look at detailed population level metrics.	JW/CB	July 2018	Dec 2019		HWB	AOI3
4.11	To develop a quarterly reporting pack on the whole system.	JW/CB	Oct 2018	March 2019		HWB	AOI3

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5	Unifying and developing whole system governance arrangements (SRO: Linda Prosser/Carlton Brand)						
5.1	To ensure in developing any programme of work that joint planning as an integrated system takes place and that continuous quality improvement is embedded.	All	July 2018	Aug 2018		HWB	AOI3
5.2	To ensure patient/service user representation in appropriate meetings to facilitate co-design of changes to pathways/services	RR/TM	July 2018	Aug 2018		HWB	AOI10
5.3	To review the planning process for JCB along with Terms of reference to ensure timely production of Commissioning Intentions and their delivery	RR/TM	July 2018	Aug 2018	delivery	HWB	AOI3
5.5	Any individual organisational transformation programmes to provide updates to the WIB	TM	July 2018	Aug 2018		HWB	AOI3, AOI8
5.6	Review TOR for the planned Wiltshire Delivery Group in the context of the wider governance review to ensure full participation from front-line staff	LP/CB/DB/E L	July 2018	Aug 2018		HWB	AOI3, AOI8
5.8	To ensure appropriate representation from voluntary and community sector(VCS) in all key board meetings	RR/TM	July 2018	Aug 2018		HWB	AOI10
5.9	To put in place a clear plan across VCS to ensure all engagement is aligned (Voluntary Sector Alliance)	HJ/TW	July 2018	Aug 2018		HWB	AOI10
5.10	To ensure there are regular updates from STP work to WIB/JCB	LP	July 2018	Aug 2018		HWB	AOI8

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6	Developing a sustainable integrated workforce strategy (SRO: Hayley Richards (AWP)/Linda Prosser)			Indicative dates			
6.1	To work with colleges, Health Education England and Social Care Institute for Excellence and NHS Education to develop Integrated Education and Career Pathways	LP/HR	Aug 2018	March 2019		HWB	AOI7
6.2	To understand the workforce demands across Wiltshire and identify apprenticeship models to encourage people into the health and Social Care profession	LP/HR	Aug 2018	March 2019		HWB	AOI7
6.3	To design a multidisciplinary balanced workforce that considers the needs and requirements of the >50s cohort. Demand should inform capacity planning for registered and unregistered professionals. This work stream will take account of the demand and capacity planning within the STP footprint as informed by local A&E delivery boards.	LP/HR	Aug 2018	March 2019		HWB	AOI7
6.4	Target existing Wiltshire professionals with opportunities across the whole of Wiltshire to create the Wiltshire knowledge base	LP/HR	Aug 2018	March 2019		HWB	AOI7
6.5	To explore options to collocate health and social care (providers and commissioners) workforce where it will add value for residents	LP/HR	Aug 2018	March 2019		HWB	AOI7
6.6	To establish an Integration Framework to provide guidance to front line staff in joint working	LP/HR	Aug 2018	March 2019		ATB	AOI7
6.7	Establish the vital role that “key workers” have regarding the twenty-year housing strategy currently being produced for Wiltshire.	LP/HR	Aug 2018	March 2019		HWB	A017
6.8	The joint integrated workforce strategy needs to accommodate the requirement for 7 day services	LP/HR	Aug 2018	March 2019		ATB	A017
6.9	We need to consider the work of the Local Enterprise Partnership (“LEP”), along with the role of colleges in the design and preparation of the workforce for the future.	LP/HR	Aug 2018	Sept 2019		HWB	A017
6.10	To ensure flexibility of employment opportunities and career progression is available to across the wider care system from entry level through apprenticeships and professional training	LP/HR	Aug 2018	March 2019		ATB	A017
6.11	Link to local FE colleges, and Higher Education via the Local Enterprise Partnership (LEP) skills agenda	LP/HR	Aug 2018	March 2019		HWB	A017

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7	Digital Roadmap (SRO: Chris Blanchard/Carlton Brand/Steve Perkins)						
7.1	Working with the STP level to ensure all available digital technologies are implemented, and different IT systems are linked, enabling the patient or service user to tell their story once	CB/CB/SP	Aug 2018	To be defined		JCB	AO3, AO13
7.2	To review accessibility and availability of Access to Service Information (knowledge portal) for both public and professionals in times of crisis. (need to include Police)	CB/CB/SP	Aug 2018	To be defined		JCB	AO3, AO13
7.3	To share and access real time live information from providers' business intelligence systems to plan for demand to speed up the flow in the system.	CB/CB/SP	Aug 2018	To be defined		JCB	AO3, AO13
7.4	To extend the Wiltshire Single View digital solution to all GPs and enable social work teams to access patient health data	CB/CB/SP	Aug 2018	To be defined		JCB	AO3, AO13
7.5	A review of Wiltshire information sharing arrangements to have protocols and agreements in place to ensure that our aspirations are in line with national best practice. The roll out plan needs to be sufficiently aggressive to deliver required infrastructure to improve outcomes for population	RR/TM	June 2018	Dec 2018		JCB	AO3, AO13

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8	Single integrated engagement and communications strategy (SRO: Cara Charles-Barks/Carlton Brand)						
8.2	To Recruit a joint communications post to work across the whole system	TM	Sept 2018	Nov 2018		WIB	AOI3, AOI9, AOI14
8.3	Working together across all partners and agencies to develop the communications strategy and plan	New Comms manager	Nov 2018	Jan 2019		WIB	AOI3, AOI9, AOI14
8.4	Workshops with patients and service users to co-produce the shared vision and strategy	New Comms manager	Nov 2018	Jan 2019		WIB	AOI3, AOI9, AOI14
8.5	Engaging with staff and residents on potential transformational changes and enabling them to shape and own this change	New Comms manager	Nov 2018	Jan 2019		WIB	AOI3, AOI9, AOI14
8.6	Strengthening our approach to co-production with service users and patients by creating a network of people to engage with using our service user engagement provider	TD	Nov 2018	March 2019		WIB	AOI8, AOI9
8.7	Review Wiltshire Web pages relating to Integration	New Comms manager/CC	Nov 2018	Dec 2018		WIB	AOI3, AOI9, AOI14
8.8	Construct new content and produce proposal for board approval	New Comms manager/CC	Dec 2018	Jan 2019		WIB	AOI3, AOI9, AOI14

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9	Benefits realisation (SRO: TBA)						
9.1	To review and develop a revised approach to have a single programme dashboard and tracker	RR/TM	July 2018	Nov 2018		JCB	AOI3
9.2	To develop a robust risk management structure to ensure ownership of risks by the whole system. This should be developed and supported by intelligence from the tracker and dashboard and made available to the whole system	RR/TM	July 2018	Nov 2018		HWB	AOI12

Actions now completed

3.2	Learn from Trust and confidence model in BANES	TM	July 2018	July 2018		JCB	AOI 3
5.4	To re title the Integration and Better Care Board to Wiltshire Integration Board (WIB)	RR/ DB	May 2018	May 2018		HWB	AOI3
5.7	To design and plan time for informal discussions between providers and commissioners (Strategic workshops planned every 3 Months)	TM	July 2018	Aug 2018		HWB	AOI5
8.1	To nominate a communication lead for this work to coordinate internal and external communications messages with all communications leads in partner organisations (Interim responsibility assigned to Tim Edmonds/Sarah MacLennan)	New Comms Manager	June 2018	Sept 2018		WIB	AOI3, AOI9, AOI14