

Report to:	HEALTH AND WELLBEING BOARD
Date:	29 June 2017
Executive Member / Reporting Officer:	Councillor Brenda Warrington, Executive Member (Adult Social Care and Wellbeing) Jessica Williams, Programme Director, Tameside and Glossop Care Together
Subject:	INTEGRATION REPORT – UPDATE
Report Summary:	<p>This report provides Tameside Health and Wellbeing Board with progress on the implementation of the Care Together Programme and includes developments since the last presentation in March 2017.</p> <p>The report will be accompanied by a showcase presentation on the delivery plans for social prescribing. High level milestones for 2017/18 and 18/19 are included to demonstrate alignment with Greater Manchester Health and Social Care Partnership plans and to meet our collective ambitions.</p>
Recommendations:	<p>The Health and Wellbeing Board is asked:</p> <ol style="list-style-type: none"> 1. To note recent developments of the Care Together Programme including the move from design to implementation phase of the programme; 2. To note from the report and presentation the high level deliverables of the programme within 2017/18 and into 18/19 including the strategic and operational aspects; 3. To note the approach and implementation plan for social prescribing across Tameside and Glossop and; 4. To receive a further update at the next meeting.
Links to Health and Wellbeing Strategy:	Integration has been identified as one of the six principles agreed locally to achieve the priorities identified in the Health and Wellbeing Board Strategy
Policy Implications:	One of the main functions of the Health and Wellbeing Board is to promote greater integration and partnership, including joint commissioning, integrated provision, and pooled budgets where appropriate.
Financial Implications: (Authorised by the Section 151 Officer)	<p>The Tameside and Glossop health and social care economy had a projected £70 million financial gap by 2020/21, the delivery of which will be supported by the Care Together Programme.</p> <p>It is essential that the approved Greater Manchester Health and Social Care Partnership funding of £23.2 million is expended in accordance with the investment agreement and recurrent efficiency savings are subsequently realised across the economy.</p>
Legal Implications: (Authorised by the Borough Solicitor)	It is important to recognise that the Integration agenda, under the auspices of the ‘Care Together’ banner, is a set of projects delivered within each organisation’s governance model and delivered jointly under the Single Commissioning

Board together with the Integrated Care Foundation Trust. However, the programme itself requires clear lines of accountability and decision making due to the joint financial and clinical implications of the proposals. It is important as well as effective decision making processes that there are the means and resources to deliver the necessary work. This is to provide confidence and oversight of delivery. We need to ensure any recommendations of the Care Together Programme Board are considered / approved by the constituent bodies to ensure that the necessary transparent governance is in place.

Risk Management :

The Care Together Programme has an agreed governance structure with a shared approach to risk, supported through a project support office

Access to Information :

The background papers relating to this report can be inspected by contacting Jessica Williams, Programme Director, Tameside and Glossop Care Together



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1. INTRODUCTION

- 1.1 This report provides Tameside Health and Wellbeing Board with an outline of the developments within the Care Together Programme since the last presentation in March 2017.
- 1.2 The report describes the high level milestones for the programme within 2017/18 and 18/19 in order to ensure alignment with the Greater Manchester Health and Social Care plans and also to meet our collective ambitions.
- 1.3 The report covers:
- Greater Manchester Health and Social Care Partnership;
 - Programme Management;
 - Programme Milestones;
 - Operational Progress;
 - Recommendations.

2. GREATER MANCHESTER HEALTH AND SOCIAL CARE PARTNERSHIP (GM HSCP)

- 2.1 Of the full £23.226m transformational funding award, £7.9m has been allocated within 2017/18. Transformational programmes are now being implemented at pace across the economy and expenditure profiles are being examined to understand the potential benefits in year.
- 2.2 Monitoring of the Investment Agreement within the locality takes place on a fortnightly basis at the Finance Economy Workstream and at the quarterly Care Together Programme Board. It is envisaged that progress updates will be provided to Greater Manchester on a quarterly basis although the format for this has not yet been finalised by the Greater Manchester Health and Social Care Partnership.
- 2.3 The transformational funding award unfortunately does not include any capital for IM&T and Estates. The Programme Management Office continues to liaise with the Greater Manchester Health and Social Care Partnership and NHS Improvement to understand the potential for funding bids and has taken steps to ensure that as soon as funding opportunities arise, Tameside and Glossop are able to make a strong submission.
- 2.4 The original funding award also did not include programme management support. As other Localities have now been granted support to develop the transformational funding bids, Tameside and Glossop have been invited to request additional funds. This bid was submitted on 23 March for £0.995 million and we are waiting to hear the outcome.
- 2.5 The Tameside and Glossop Programme Management Office and Senior Responsible Officers are well represented throughout the governance and operational structures at the Greater Manchester Health and Social Care Partnership. We continue to ensure we remain aligned with the Greater Manchester Health and Social Care Partnership vision and direction of travel, learn from best practice opportunities elsewhere and where appropriate, support the development of central and other locality plans.

3. PROGRAMME MANAGEMENT

- 3.1 In order to ensure robust economy wide financial delivery plans and provide the necessary assurance to the Greater Manchester Health and Social Care Partnership on the expenditure and associated benefits of transformational funding, additional capacity and project management capability has been procured and a Care Together Programme Management Office has been established. This support has been procured from

Pricewaterhouse Coopers following a comprehensive procurement process and has been in operation since March 2017.

- 3.2 Pricewaterhouse Coopers were commissioned to support the programme to establish a robust programme management framework to drive the successful delivery of the Care Together programme, and strengthen the existing transformation schemes in order to reach their full potential. To date, we have rolled out a gateway approach and standardised reporting and processes for: scheme planning, funding spend, benefit tracking and early warning indicators.
- 3.3 This work has been commended by the Greater Manchester Health and Social Care Partnership and we have shared our learning through their “Deep Dive” assessment process. The aim is to recruit a substantive Programme Management Office to take forward this work within the economy and to start to work on further options to strengthen existing transformational schemes and develop additional schemes to help achieve the significant economy wide financial challenge.
- 3.4 Previously known as the Adult Social Care Transaction Steering Group, this continues to meet monthly and now incorporates the transaction of operational commissioning staff to support the development of Integrated Care Foundation Trust. This group is supporting the development of an Outline Business Case for approval through respective organisations governance processes in August 2017, a full business case in December 2017 and a transaction on 1 April 2018.
- 3.5 The GP Clinical Leads for Neighbourhoods transferred into the Integrated Care Foundation Trust from April 2017 and are now working across the economy to build effective, high quality pathways of care across the health and social care system. The Integrated Care Foundation Trust Joint Management Team which encompasses GP clinical leads, social care, public health as well as secondary care clinical directors has been responsible for prioritising transformation funding expenditure in neighbourhoods and will be supporting the delivery of benefits.
- 3.6 It should be noted however, that transactions are secondary to the transformation of health and social care services already underway with the development of Integrated Neighbourhoods. The detail of how these teams are starting to perform will be described within the presentation accompanying this report.

4. OPERATIONAL PROGRESS

Single Commissioning Function

- 4.1 Following an internal review of the way forward for commissioning across Tameside and Glossop and understanding more about Greater Manchester Health and Social Care Partnership views on the future of commissioning, a consultation process has been held and new senior management structure implemented. This identifies our direction from operational commissioning to strategic, place based public sector commissioning and shows the correlation with the life course, as outlined and approved in the Health and Wellbeing Board strategy.
- 4.2 Next steps to achieve strategic commissioning include alignment of clinical leadership to the life course, review of commissioning governance structures, identify the process to develop a longer term outcomes based contract with the Integrated Care Foundation Trust and the development of high level milestones to ensure delivery of progress. Updated and comprehensive governance structures will be presented at the next Health and Wellbeing Board once these have been subject to discussion and where appropriate, decision by the statutory bodies.

- 4.3 During 2017/18, there is also the intention to roll out of an organisational development programme to test and reaffirm the Care Together vision and to ensure political, clinical and managerial alignment.

Integrated Care Foundation Trust

- 4.4 Work continues to determine the full remit for the Integrated Care Foundation Trust and to align services accordingly. As well as the transformation and transaction of Integrated Neighbourhoods, discussions regarding mental health, how to optimise working with a variety of voluntary, community and faith sector groups and potentially, the alignment of primary care are being discussed.
- 4.5 Key in the development of the Integrated Care Foundation Trust is the development and roll out of the Integrated Neighbourhood teams and social prescribing. This work is at the core of the transformation of services and further detail on social prescribing will be provided via the accompanying presentation.

5. PROGRAMME MILESTONES

- 5.1 The Care Together programme is now in implementation phase. Transformation schemes are being rolled out with key performance indicators and benefits being constantly assessed and where appropriate, strengthened.
- 5.2 High level implementation milestones are proposed in **Appendix A** but it should be noted that these cannot be viewed in isolation. As the Tameside Corporate Plan develops, public engagement and consultation continues, the Partnership/Stakeholder Board informs strategy and guidance from the Greater Manchester Health and Social Care Partnership is adopted when agreed, these milestones or priorities may change.

6. RECOMMENDATIONS

- 6.1 As stated on the front of the report.