

# CHESHIRE EAST COUNCIL

## REPORT TO: CABINET

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<b>Date of Meeting:</b>	22 December, 2009
<b>Report of:</b>	John Weeks, Strategic Director – People and Mike Pyrah, Chief Executive, Central and Eastern Cheshire Primary Care Trust
<b>Subject/Title:</b>	Vision and Strategy for Integrated Care
<b>Portfolio Holder:</b>	Cllr Roland Domleo, Services for Adults Cllr Paul Findlow, Services for Children and Families Cllr Andrew Knowles, Health and Wellbeing Services

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### 1.0 Report Summary

- 1.1 This report contains information about a proposed programme of work which is being developed by the Council and its NHS partners.
- 1.2 The report contains recommendations that the Cabinet and the relevant Boards of the NHS organisations should agree those proposals and require further work to be done to develop them and to pursue their implementation.

### 2.0 Decision Requested

The Cabinet of Cheshire East Council and NHS Boards are recommended to:-

- 2.1 Agree the Executive Summary (Appendix One of this report) which sets out the vision and the outcomes of the proposed programme.
- 2.2 Agree that a programme of work should be taken forward to achieve greater and closer integration between the Council and its NHS partners in order to achieve improved outcomes for people who use services and the development of financially sustainable services.
- 2.3 Agree the Compact which describes the sort of behaviours which are most likely to foster the achievement of those outcomes. That Compact is Appendix Two of this report.
- 2.4 Request their officers to negotiate further about the arrangements for the joint governance of this programme, and come back with recommendations about that.

### 3.0 Reasons for Recommendations

- 3.1 One of the aspirations which underpinned the creation of the two new Unitary

Councils in Cheshire was a commitment to contributing to the development of a “Virtual Public Sector”. That was seen to involve a coming together of Public Sector agencies so that those using them would experience them as coherent and co-ordinated.

- 3.2 The prospects for the funding of Public Sector Services over the next five years look bleak. In that situation, it will be essential for those services to pull together, to reduce costs and to get themselves into financially sustainable shape.
- 3.3 On 14<sup>th</sup> July 2009 the Cabinet considered and approved a report on “Jointness Between the Council and the Primary Care Trust”, which had been written by the Strategic Director (People) and the Chief Executive of the Primary Care Trust. In response to the recommendations in that report it was agreed *“that the Council should seek to achieve greater jointness between itself and Central and Eastern Cheshire Primary Care Trust (PCT) and other players within the local NHS, where such jointness seems likely to be in the best interests of Cheshire East People”*. The Strategic Director and the Chief Executive were asked to come back in due course with specific recommendations for taking that agenda forward.
- 3.4 The initial priorities for attention suggested through the early thinking about the development of the programme are around services for children and families, Urgent Care services and households which use care and health services frequently. Those suggestions align very positively with the strategic priorities both of the Council and the NHS.

#### **4.0 Wards Affected**

- 4.1 The recommendations in this report are relevant to the whole of Cheshire East.

#### **5.0 Local Ward Members**

- 5.1 Not applicable.

#### **6.0 Policy Implications including - Climate change - Health**

- 6.1 One of the anticipated outcomes from the implementation of this programme is some rationalisation of the land and buildings held by the various organisations. Certainly there is a commitment between the Health and Social Care parts of the whole system to integrate teams and to achieve co-location. To the extent that that is done there can be expected to be some positive reduction in the overall carbon footprint.
- 6.2 This programme is very specifically aimed at improving the health, care and welfare of people in Cheshire East. Some particular outcomes are set out below in paragraph 11.4 of this report.

## **7.0 Financial Implications for Transition Costs (Authorised by the Borough Treasurer)**

7.1 Not applicable

## **8.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)**

8.1 There are no specific implications financially for 2009/10.

8.2 Clearly, as work on the programme progresses savings opportunities will be identified. It will also become increasingly important to think and act on a whole system basis about the ways in which money flows around that system.

8.3 The Council's Borough Treasurer, Lisa Quinn, and the PCT Director of Finance, Simon Holden, now meet together on a regular basis.

## **9.0 Legal Implications (Authorised by the Borough Solicitor)**

9.1 There are no immediate legal implications, but as new joint governance arrangements are considered, and as the potential is identified for pooling and aligning budgets, those developments will obviously have to be subjected to the appropriate legal and constitutional scrutiny.

## **10.0 Risk Management**

10.1 If work is not taken forward to explore and pursue integration there is a risk that members of the public and service users will perceive the two largest parts of the Public Sector within Cheshire East as being insufficiently joined up.

10.2 The financial outlook for the Public Sector as a whole in coming years suggests that organisations will face serious risks to their viability if they do not now set about the challenging task of reforming themselves to become sustainable.

## **11.0 Background and Options**

11.1 This proposed programme has both general and particular origins:-

- **General.** Over time Local Authorities and their NHS partners have been coming closer together around health improvement and around the interface between Health and Social Care, for both children and adults.
- **Particular.** A "Summit" conducted by the North-West Strategic Health Authority in the summer of 2009 concluded that NHS organisations needed to work with their Council partners to improve outcomes for people and to get the whole system into a shape and size which will be financially sustainable in the anticipated resource context. A second, follow-up "summit" meeting took place in Blackpool at the end of November, 2009 and the Council's Chief Executive, Erika Wenzel, participated in that together with local NHS Chief Executives.

11.2 Discussions have taken place involving officers of the Council, Councillors, NHS staff and NHS Board Members. On 28<sup>th</sup> September, 2009 a “Think Tank” meeting was held which involved the Chairpersons of NHS Boards, NHS Chief Executives and Councillors Fitzgerald, Domleo, Findlow and Knowles. That “Think Tank” meeting agreed on the need to develop:-

- A Compact, by means of which each participating organisation might be held to account.
- A Vision for the programme and a definition of it.
- Some further proposals about possible joint governance arrangements

11.3 We have a Shared Vision, which is to improve the Health, Care and Wellbeing of all Cheshire East’s people.

The objectives of this programme are twofold:-

- To improve the experience and outcomes for people who use services.
- To reduce costs and improve efficiency.

11.4 In particular, the outcomes wanted for people are that they should:-

- Find it easier to get the help they need
- Have more choices available to them
- Gain greater control of the resources made available to address their needs
- Get quicker and more effective results

11.5 As for a definition, the programme is an initiative to bring Commissioners of Services and Providers of Services together from across the local Health and Council system in order to transform that local “landscape”, particularly by using the methodology of Care Pathways.

11.6 Care Pathways is a short-hand piece of jargon. It refers to a process of analysing and understanding the journeys experienced by people as they move along a number of defined pathways through what is a complex system. It is not just about analysis. The understanding gained is then used to redesign those Pathways so that they become shorter, have fewer stages and are altogether easier to negotiate.

11.7 The objective of reducing costs and improving efficiency ought always to underpin Public Sector activity, but it gains enhanced potency and urgency from our current situation of rising expectations, increasing demand and shrinking resources. Doing ever more of the same will not be an option. It will be imperative to extract the greatest value from every pound that is available, and to pull together to prevent and divert demand.

## **12.0 Overview of Year One and Term One Issues**

12.1 It can be anticipated that this programme will extend beyond Term One.

### **13.0 Access to Information**

Background papers relating to this report can be obtained from:-

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