

Report of the Strategic Director, Health and Wellbeing to the meeting of Health and Wellbeing Board to be held on 28th March 2017.

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Subject: Working Better Together - A whole system approach to Health and wellbeing:

Home First – a new vision for wellbeing in the Bradford District and a new operating model for the Department of Health & Wellbeing to deliver the aims set out in the new vision.

Summary statement:

This report sets out the rationale, key aims and ambitions for the new vision (Home First) for wellbeing in Bradford and the new operating model for the department of Health and Wellbeing. The report also provides an update on the development process and outlines key next steps for the consultation and approval of the final documents.

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1. SUMMARY

- 1.1 This report sets out the rationale, key aims and ambitions for the new vision (Home First) for wellbeing in the Bradford District and the new operating model for the Department of Health and Wellbeing.
- 1.2 The report also provides an update on the development process for the new vision and operating model and outlines key next steps for the consultation and approval of the final documents.
- 1.3 The draft vision (Home First) is centred around the belief that where possible, people in the Bradford District who are in receipt of health and social care services should be supported to stay in their own home, so that they can continue to enjoy relationships with their family, friends and be active members of their local community while being able to participate in activities in the wider District.
- 1.4 The associated draft operating model sets out the organisational policy, governance, decision making and commissioning arrangements that will support the delivery of our vision, through enabling people to have control over how they manage their Health and Social care needs with a greater focus on the use of personal and community assets and working in partnership with key partner agencies within the public, private and voluntary sector.

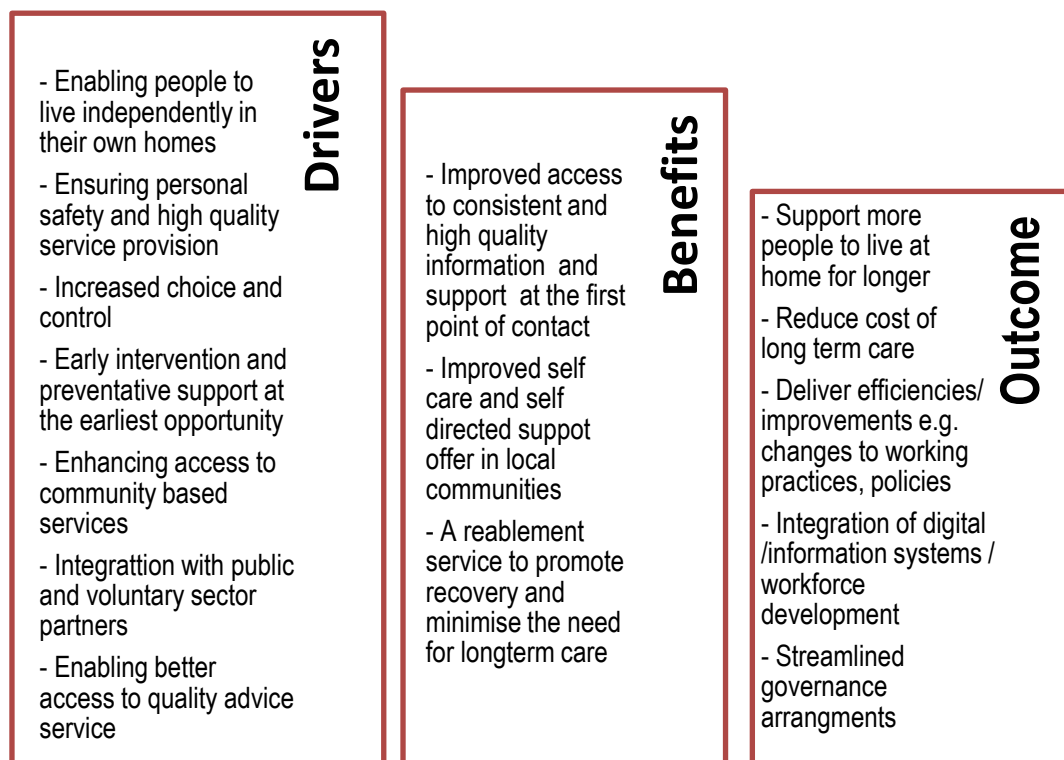
2. BACKGROUND

- 2.1 The context within which the Department of Health & Wellbeing delivers services is constantly evolving. There are significant changes in: demographics; customer needs and expectations; legislation; and financial pressures. These include:
 - [*The Care Act \(2014\)*](#) sets out a new framework of local authority duties in relation to the arrangement and funding of social care, along with a number of changes to the regulation of social care providers. The Act also demands that local authorities must promote greater integration with the NHS,
 - [*The government's Spending Review and Autumn Statement \(2015\)*](#) sets out that every part of the country must have a plan for integrated Health and Social Care in 2017, to be implemented by 2020.
 - The [*money from central government to the Council has greatly reduced*](#) and continues to do so over the life of this parliament, which is putting pressure on service delivery.
 - The Health and Wellbeing service which is now made up of Adult and Community Services, Public Health and Environmental Health has a total proposed savings target of £20.9m in 2017/18 and £11m in 2018/19
 - The number of people who use Adult and Social care is expected to rise from 8,500 now to 8,843 in 2 years' time, which is a 2% increase on an annual basis. We expect that the demand will continue to keep rising by 2% each year until 2030. ([*Projecting Older People Population Information \(POPPI\)*](#) and [*Projecting Adult Needs and Service Information \(PANSI\)*](#)).
 - [*ADASS annual budget survey \(2016\)*](#) suggests that adult social care accounts for 35% of total council spending, while the Local Government Association (LGA) analysis shows that the proportion could rise to 40% by 2020.

- 2.2 The nature of the issues outlined above requires an approach that ensures sustainability of support to people, which maintains their independence, living within their own communities and improves their quality of life and general wellbeing. National best practice research also shows that a strength and community based approach can improve the quality of life for people who have health and social care needs, whilst reducing costs.

3. RATIONALE, PURPOSE AND APPROACH

- 3.1 Over the last few months, the Department of Health & Wellbeing has been reviewing how it provides support services to people in the Bradford District. One of the outcomes of this review has been the development of a new vision and operating model for Health and Wellbeing, which builds on the good work done within the department, our local experience and national good practice. The key drivers, benefits and outcomes of this work will include:



- 3.2 The new vision and operating model will guide and shape how we will work with our partners to deliver the high level outcomes set out in the Council's Corporate Plan 2016-20, for everyone in the district to have a long healthy and full life.
- 3.3 The development process for both the draft vision and operating model has included working with partner organisations in NHS, community and voluntary sector (VCS), service user groups, partnerships, networks and elected members. The draft vision and operating model incorporates feedback from these groups and are attached to this report as Appendix 1 and 2.

3.2 VISION – HOME FIRST

- 3.2.1 The issues outlined above are reflected in our aim and ambitions for the wellbeing of Bradford District, and are set out in our Home First Vision document, which is currently being developed. Our vision is centred on the belief that:

“where possible, people in the Bradford District who are in receipt of health and social care services should be supported to stay in their own home, so that they can continue to enjoy relationships with their family, friends and be active members of their local community while being able to participate in activities in the wider District”.

- 3.2.3 The delivery of our vision will rely heavily on a whole system approach that enables people to intervene early, and delay or prevent the need for long term care, while supporting them to maintain their independence as long as possible. As such, the vision will guide the way we work with our partners across the Health and Adult Social Care spectrum to develop, shape and commission services.
- 3.2.4 As a result of our approach, it is likely that, in the future there will be fewer people receiving on going, longer term social care support – however this is in the context of the drive to support people to live independently.

3.3 “TO BE” OPERATING MODEL

- 3.3.1 To support the delivery of our vision we are also reviewing our operating model to ensure that it enables us to work creatively and collaboratively with our partners within the public, private and voluntary sector.
- 3.3.2 The new (To Be) operating model builds on our local experience and national good practice, and is based on a vision of shared responsibility between Council (including public sector), the community and the person. It recognises that the role of the Department of Health & Wellbeing is to work collaboratively with our partners to align our resources to support people’s independence and ability to be part of their communities for as long as possible.
- 3.3.3 By helping people to stay healthy and well, supporting them to regain their independence after illness or injury, and encouraging them to make greater use of their own and community resources, the new operating model also aims to reduce demand for public sector resourced care and support.
- 3.3.4 The model proposes changes to how we do things e.g. processes, team and organisational culture and working practices, for example:
- *A greater focus on resources on front line support and time limited interventions to help people get back on their feet and in their own homes.*
 - *Investing in good quality information and advice which will enable people to intervene early and delay or prevent the need for long term care.*
 - *Strengthening our self-care and self-directed support offer in local communities through the development of multi-agency community hubs,*
 - *Delivering a workforce development programme across all agencies to ensure they are fully equipped with the right skill set to support the delivery of our shared approach.*

- *Developing an integrated strategic commissioning approach that aligns resources and supports flexible delivery solutions.*
- *Improving the use of digital information platforms to develop and deploy support services that meet the needs of people and communities.*
- *Enhancing the use of assistive technologies that enables people to maintain their independence and enhances their quality of life.*

3.3.5 Appendix 2 provides further detail on the “To Be” operating model and includes a visual description of the key components.

4. DEVELOPMENT, CONSULTATION AND APPROVAL

4.1 We are committed to taking an inclusive approach to the development of the new vision, operating model and associated delivery plans. The approach and principles behind the vision has been discussed with a range of stakeholder groups in draft form to help support its development and seek input on the overall approach and direction. Presentations have been given to the following groups, and feedback has been received:

- *Department of Health & Wellbeing staff roadshows – Nov to Dec 2016*
- *Strategic Disability Partnership, Older People’s Partnership, Learning Disability Joint Budget Consultation Workshop – 23.01.17*
- *Health & Social Care Overview and Scrutiny Committee – 26.01.2017*
- *Bradford Talking Media User Group – Jan to Feb 2017*
- *Integrated Change Board (ICB) – 17.02.17*

4.2 Further presentations and consultations are also planned with:

- *Health & Social Care Overview and Scrutiny Committee – 2nd March 2017*
- *Health & Wellbeing Board – 28th March 2017*
- *Older People’s Partnership Board - 9th March 2017*
- *Strategic Disability Partnership Board - 6th April 2017*

4.3 Feedback from these groups will be used to refine the vision, the operating model, related success measures and delivery activity. However, in general the feedback received to date has been positive and supportive of the overall approach e.g. the vision and operating model was presented to ICB who endorsed the approach set out in the documents and were keen to support the implementation plans.

4.4 The final draft of the Home First Vision and operating Model for the Department of Health & Wellbeing will be presented to the Council’s Executive on 4th April 2017 for their approval.

5. IMPLEMENTATION TIMESCALE

5.1 Subject to Executive’s approval in April we are expecting work to begin on the implementation of the Vision through the roll out of the new operating model. We envisage that it is likely to take 6 to 12 months to fully implement the core components. Appendix two includes detail of key delivery milestones.

6. FINANCIAL & RESOURCE APPRAISAL

- 6.1 Moving to a model based approach on early intervention and prevention through a greater focus on self-care, personal and community resources will play an essential role in the departments plans to reduce demand and costs. As such, the new operating model will contribute to achieving the pre-agreed savings allocated to the department by full Council for 2017/18, alongside the savings to be agreed by full Council in Feb for 2017/18 and 2018/19.

7. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 7.1 The proposals are key to the Department of Health and Wellbeing in delivery of its responsibilities under the Care Act 2014 and to ensuring this is done within the allocated budget.
- 7.2 These proposals mitigate against potential budgetary and performance risk for the department.
- 7.3 Equality assessments have been carried out on the vision and operating model, and will continue to be updated to enable mitigation against any risks.

8. LEGAL APPRAISAL

- 8.1 When making decisions around service delivery, the Council must consider its specific duties under the Care Act 2014 and the Public Sector Equality Duties and consultation requirements.

9. OTHER IMPLICATIONS

9.1 EQUALITY & DIVERSITY

- 9.1.1 The implementation of the new vision and operating model will place the individual at the centre of services and enable wider access to services that the person can direct according to their preferences. This will promote fairness and equality by ensuring that service access requirements for people with equality protected characteristics (e.g. age, disability, ethnicity etc.) are met according to their personal choice.
- 9.1.2 An initial equality impact assessment has been completed for the new vision and operating model, this will be further refined and updated as we firm up the detail implementation plan and updates and as a result of feedback from the implementation process.

9.2 SUSTAINABILITY IMPLICATIONS

- 9.2.1 The long term sustainability of the Council's ability to continue to provide support to people is under considerable pressure due to the increasing demand and the reduction in funding. This issue is not isolated to Bradford and is currently being discussed nationally by the Government and other influential bodies.

9.3.1 GREENHOUSE GAS EMISSIONS IMPACTS

9.3.1 None

9.4 COMMUNITY SAFETY IMPLICATIONS

9.4.1 None.

9.5 HUMAN RIGHTS ACT & TRADE UNION

9.5.1 Staff have been involved in the development of both the vision and operating model from the outset of the process to help shape the approach and thinking. We will continue to involve them as we move into the implementation process. If any HR implications are identified as part of the implementation plans, then these will be managed in a formal manner in accordance to the agreed Council policy and employment legislation.

10. NOT FOR PUBLICATION DOCUMENTS

10.1 None.

11. RECOMMENDATIONS

11.1 That the Board notes progress made towards the development of the new Home First Vision and the new operating model for the Department of Health and Wellbeing.

11.2 That the approach set out in the vision (Home First) and the new 'To be' operating model be endorsed and that respective organisations support the implementation plans.

12. APPENDICES

Appendix one: Draft Home First Vision

Appendix two: "To be" operating model