

CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP



COMHAIRLE NAN EILEAN SIAR

NHS
Eileanan Siar
Western Isles

The Integration of Health and Social Care in the Highlands and Islands

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Place-based Systems of Care

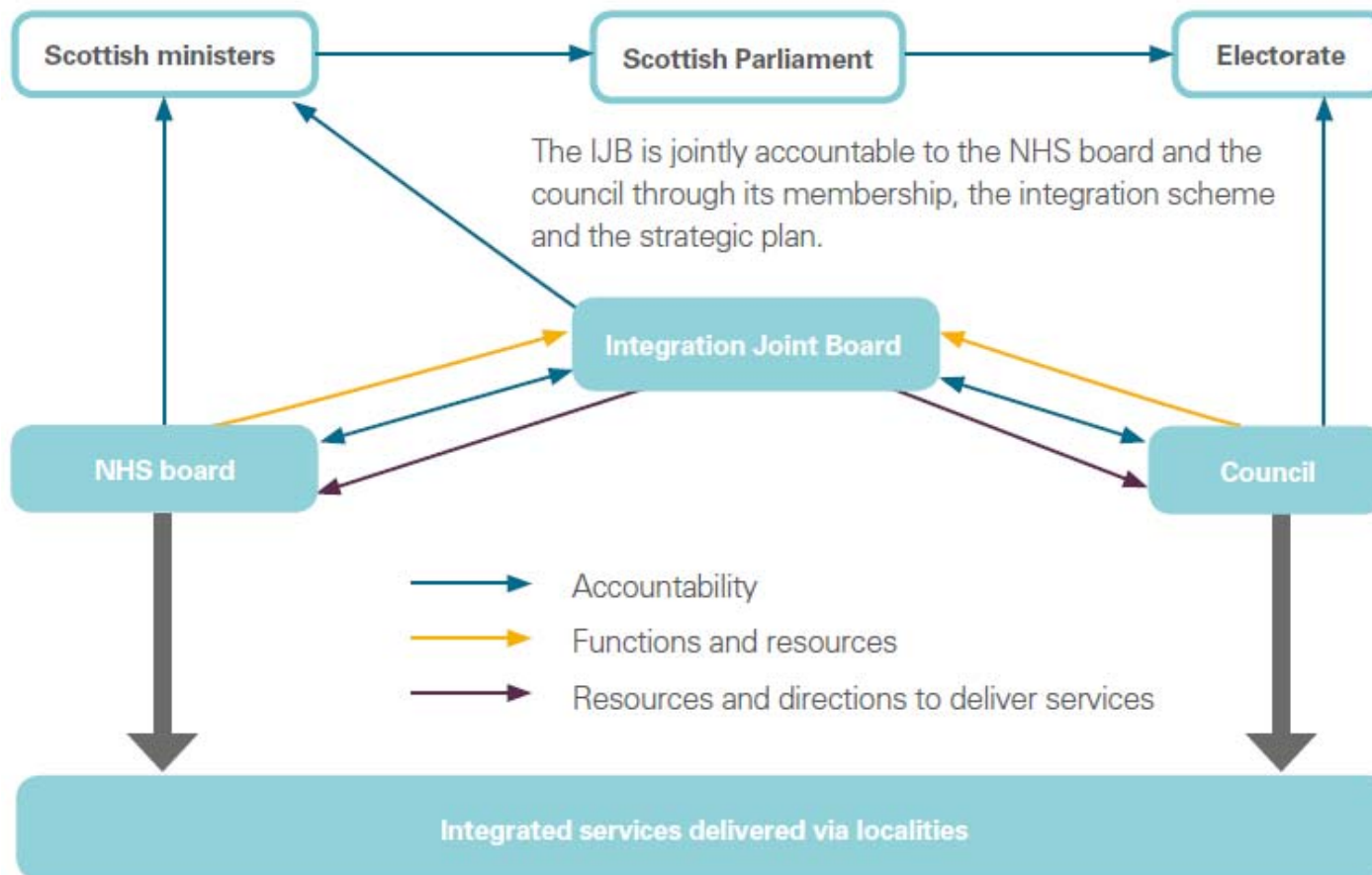
- Emerging evidence that place-based systems of care improve outcomes (King's Fund, 2015)
 - Torbay, England
 - Southcentral Foundation, Alaska
 - Canterbury, New Zealand
- Common themes:
 - One system, one budget
 - Working *with* communities
 - Organisational cultures
 - Focus on prevention and demand avoidance

Integration: Three Principles of Reform

- Joint budget, allowing for commissioning and service development to take place across health and social care
- Single point of accountability for the delivery of services, promoting an integrated and holistic response to need
- Locality planning, binding together local professionals and communities, developing services from the bottom up

Integration Joint Board

Body corporate or Integration Joint Board model

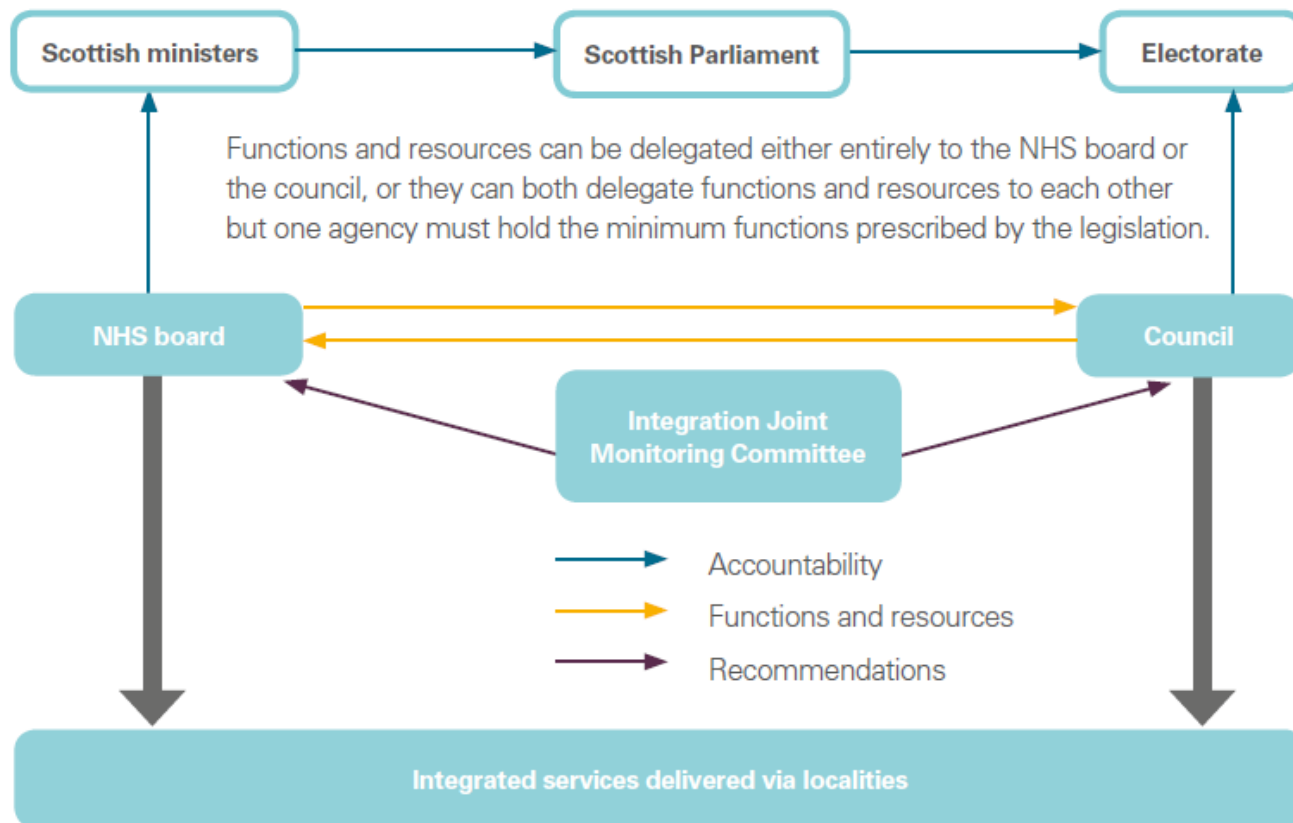


Body corporate

- NHS boards and councils delegate health and social care functions to an Integration Joint Board (IJB)
- The Act allows for partners to work jointly, for example, for two councils to work with their local NHS board to create a single IJB

Lead Agency

Lead agency model



Lead agency

- NHS boards and councils delegate some of their functions to each other
- Carrying out of functions is overseen and scrutinised by an Integration Joint Monitoring Committee

That was then.... This is now

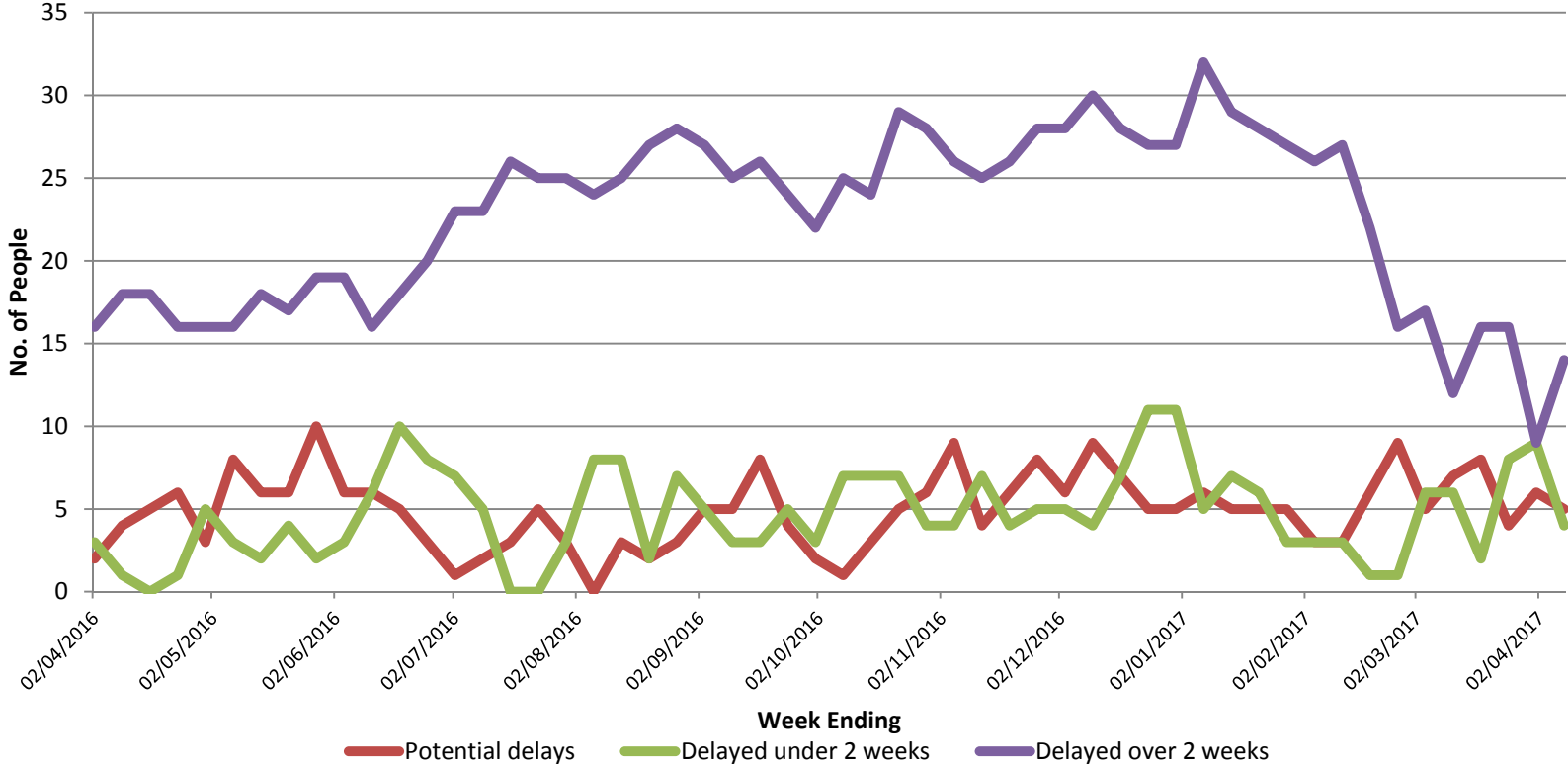
- All seven Integration Authorities established across Highlands and Islands
- Managing a combined budget of circa £1.4bn
- Governance requirements and statutory obligations met: strategic plans; workforce strategies; effective budgetary controls; annual reports published
- Focus on delivering change

What did Integration Authorities ever do for us?

Community Wards; Discharge to Assess; Multi-Professional Teams; Realistic Medicine; GP Direct referral to care homes; Rapid Mobile Community Response; Redirection Policies at A&E; Falls Pathways and Prevention Work; Anticipatory Care Plans; Intermediate Care; Locality Planning; Reduced Polypharmacy; Intensive Reablement; Dementia Care; Step-up/Step-down Care; Community Mental Health; Collaboration between GP Practices; Tackling Social Isolation; Self-management; Supporting Unpaid Carers; Improved Palliative Care; Primary Care Transformation

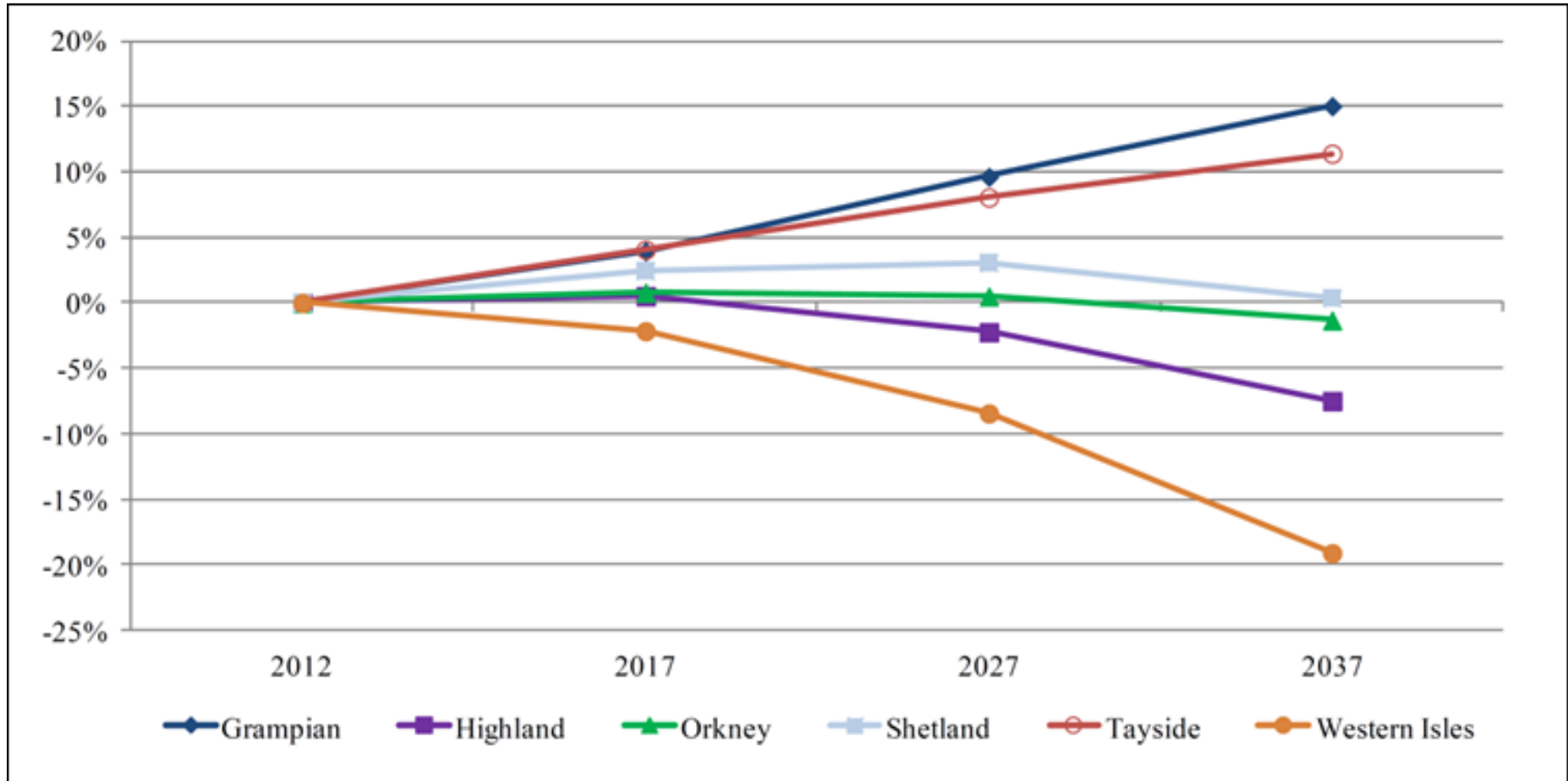
Case Study: Tackling Delayed Discharge in the Western Isles...

People experiencing a Delayed Discharge or Potential Delay 2016-17



Common Challenges: Workforce

Projected percentage population change between 2012 and 2037 for the working age population by NHS Board



Common Challenges: Finance

- Combined budget of £1.4bn across seven partnerships
- Budget Management - 2016/17 – marginal combined overspend of £1.8m (0.1%)
- Anticipated real terms savings of 4% per year from 2017-20
- Can we shift resources from secondary care?

Common Challenges: Managing Change

- All partnerships are experiencing challenges around public engagement and the management of expectation
- Two issues:
 - How do we get buy-in to the changes we're seeking to deliver?
 - How do we make sure services deliver high quality while programmes of change are being implemented?
- Logos, pathos and ethos

Integration: Steady State or Further Evolution?

- Legislation as a liberating mechanism?
 - Levers of Public Service Reform
- Organisational tensions?
 - Capital, Clinical and Care Governance, Staffing
 - Culture eats strategy for breakfast
- Single Public Authorities for the islands?
- Regional delivery of some NHS secondary care services?

Our Vision and Values...

We think our job is to ensure health and survival. But really it is larger than that. It is to enable well-being. And well-being is about the reasons one wishes to be alive.

- Atul Gawande, 'Being Mortal'

Questions

