

Members Learning & Development Session

Developing an integrated target operating model to enable all adults to live healthy, long and fulfilling lives

21st September 2016 (7.00pm – 8.30pm)

Session 1: Introduction	7.00
1.1 Our Vision	
1.2 The Challenge	
1.3 What we Are Doing	
Session 2: Integrated Target Operating Model (ITOM): Development	7.10
2.1 Developing an Integrated TOM	
2.2 Engagement with service users, carers, staff and partners	
2.3 'I & How' Statements	
2.4 'As Is' and 'To Be' (process maps on wall)	
Session 3: Integrated Target Operating Model: Next Steps	7.20
3.1 Business Critical Projects	
Session 4: Discussion	7.30
4.1 Breakout Session	
Session 5: Close & 'Next Steps'	8.25 <i>(close 8.30)</i>

“An opportunity to understand and contribute to the development of our new ways of working, through our integrated target operating model, that will enable Adults in Haringey to live healthy, long and fulfilling lives by maximising their independence and support the future financial sustainability of health and care services”

In this Session we will look at:

- The challenges facing Adult Social Services, Public Health and Health Services
- What our service users, carers, their representative groups, our staff and partners have told us we should be focusing on to maximise people's independence
- How we are responding to these challenges and opportunities, and what ‘next steps’ we are proposing:
 - Seeking to maximise the independence of Haringey's residents
 - Working to understand and manage demand for more complex and costly health and social care services

This Session will provide an opportunity to:

- Help shape our direction of travel and ensure we haven't missed anything
- Explore the best way to involve you and other Members in future developments

Session 1

7.00 – 7.10

Introduction

Priority 2:

Outstanding for all

**Enable all adults to live healthy,
long and fulfilling lives**



A borough where the healthier choice is the easier choice

Strong communities, where all residents are healthier and live independent, fulfilling lives

All vulnerable adults will be safeguarded from abuse

Residents assessed as needing formal care and / or health support will receive responsive and high quality services

Support will be provided at an earlier stage to residents who have difficulty in maintaining their health and wellbeing

Our Challenge.....



£££ - Savings

- Last year, for every **£3 we spent**, **£1** went on adult social care
- **2015/16** overspend was **£12.5m** we were meant to save **£5.5m**
- 2016/17 overspend is projected to be **£12.2m** (*MTFS, month 3*)
- **Despite** making **£7.6m savings**
- **Budgetary pressure** as Govt. funding continues to reduce

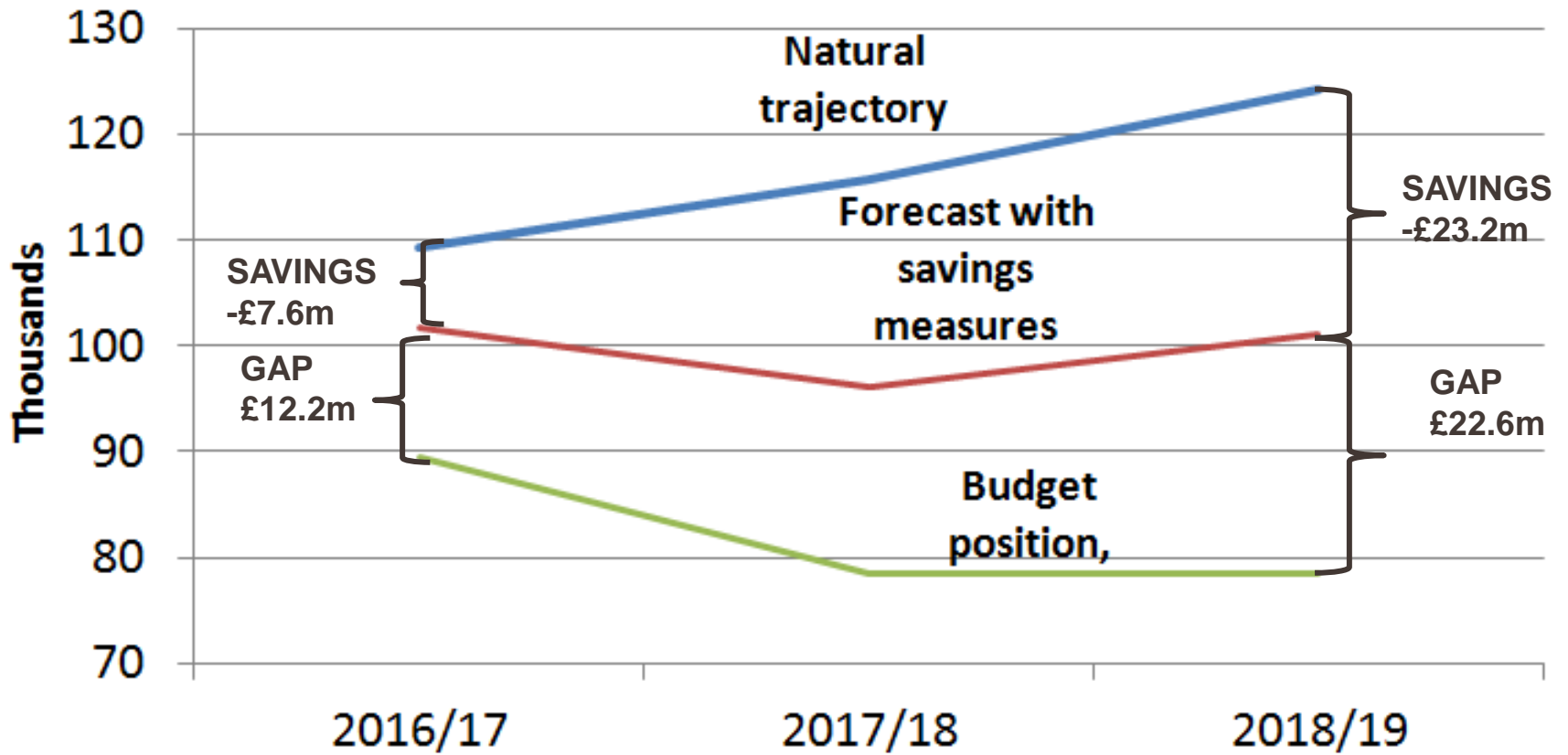
Our Partner's Challenge.....

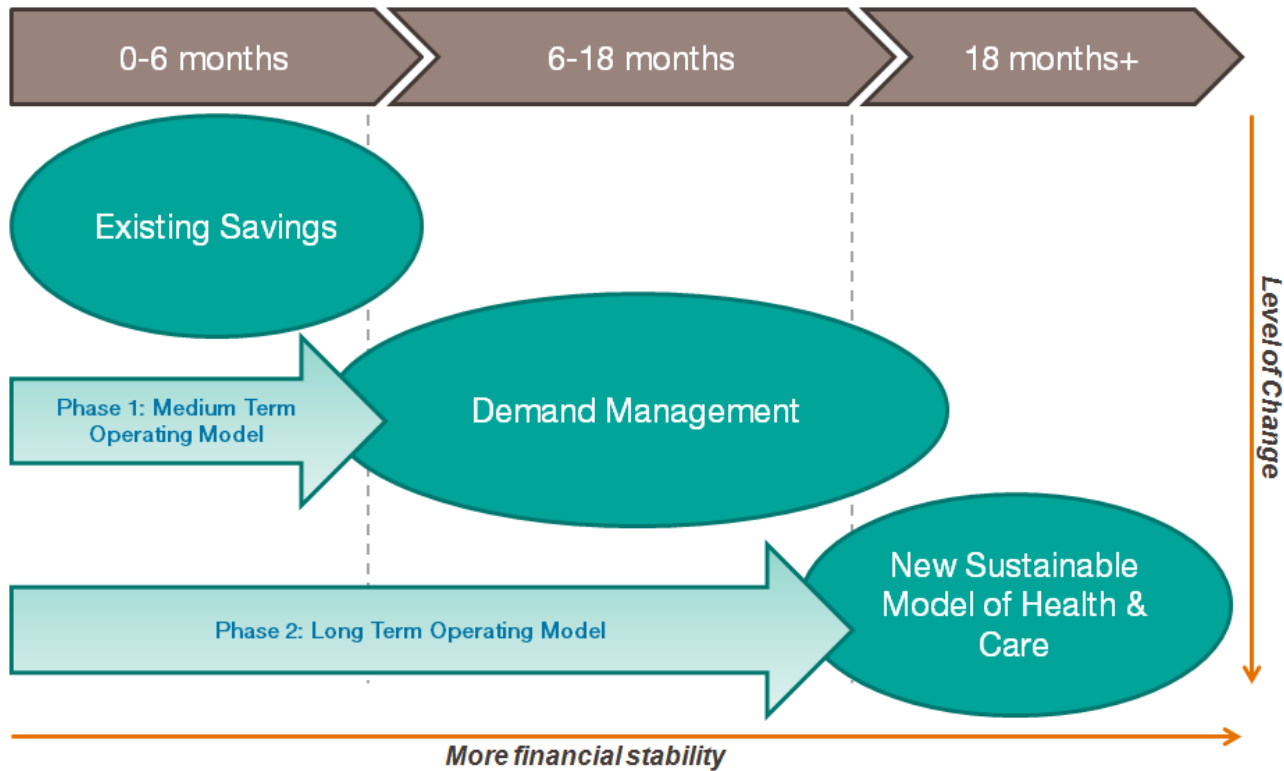


*Haringey Clinical
Commissioning Group*

- Haringey CCG's 2016/17 **financial gap** is **£12.6m**

Priority 2 - current 3 year forecast



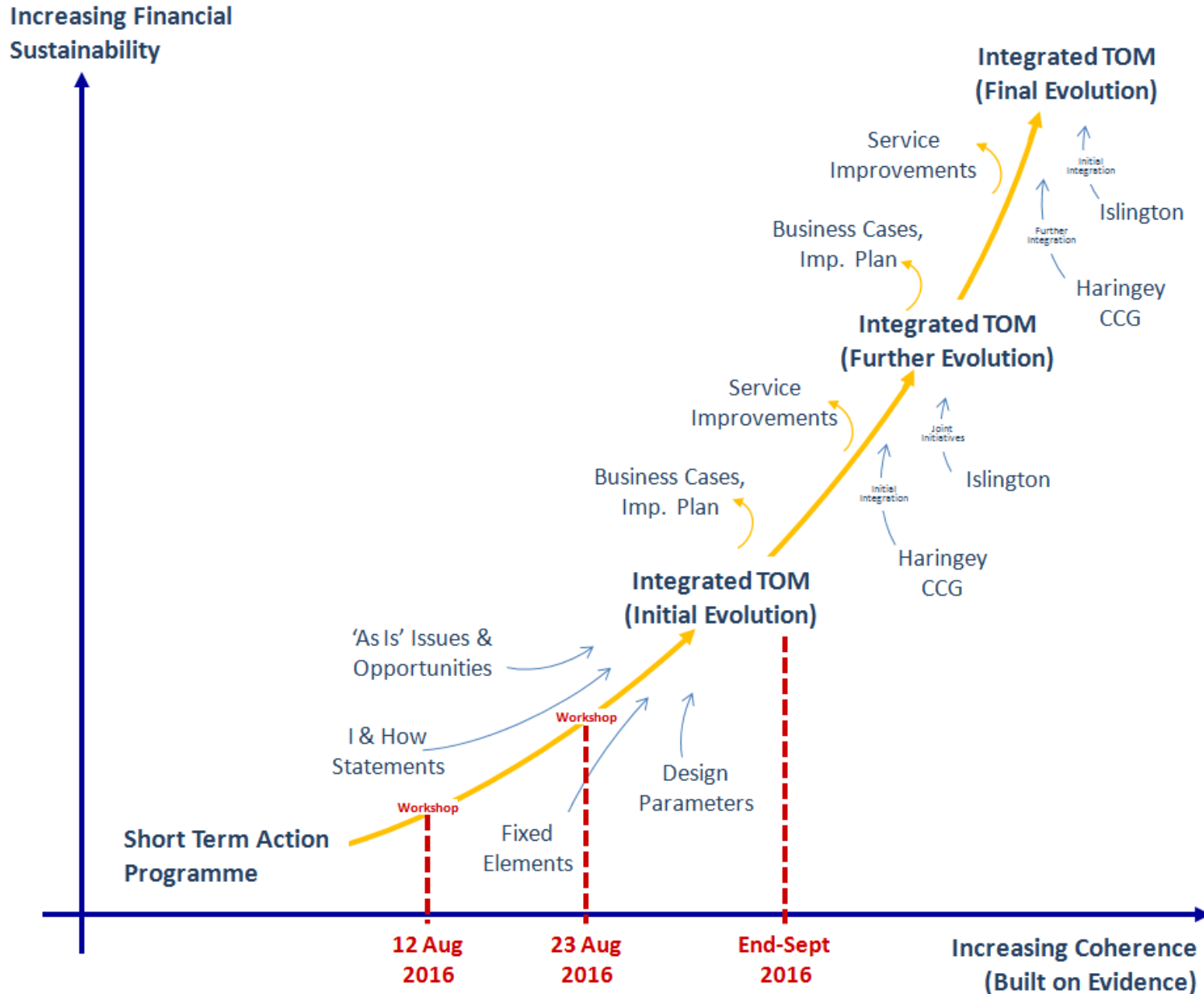


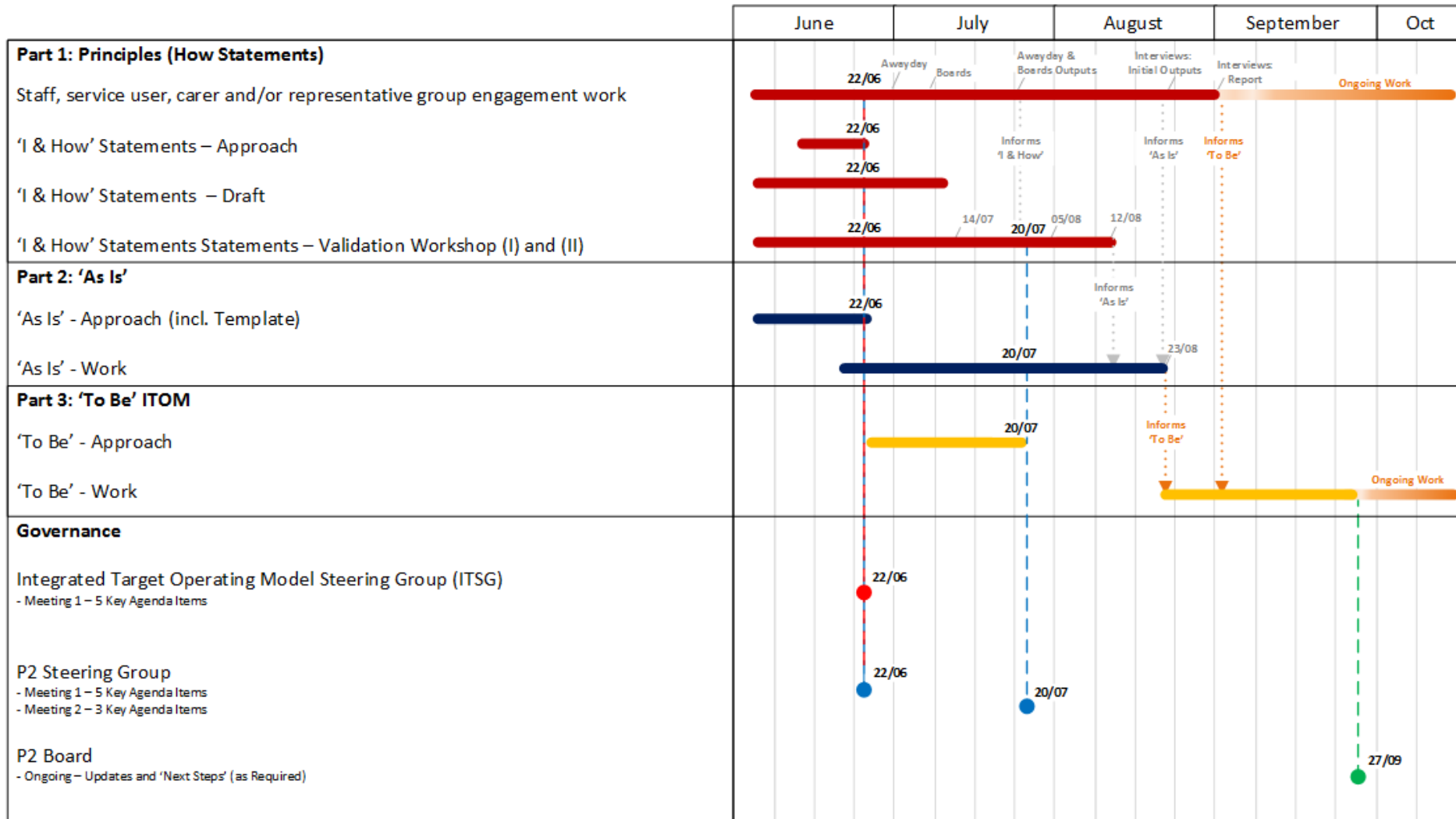
- **Immediate action** as well as **fundamental changes** to the way we deliver services
- **Maximising independence** will be the guiding principle
- **Understanding and managing demand** will be key
- **Service transformation will lead** the delivery of sustainable and sizeable savings, rather than the other way round

Session 2

7.10 – 7.20

Integrated Target Operating Model: Development





Background:

- Range of engagement with service users and carers
- Structured interviews looked at:
 - Experience of service users before they came to use our services
 - First contact with the council,
 - Of services and (if relevant) recovering independence
- Further engagement planned

Interviews with Service Users & Carers – “What we’ve Heard so Far”

- Dearth of *good* information in the community- currently disjointed, overwhelming
- At the front door, service users have not had the support and direction they would expect to support their independence
- Carers felt they needed consistent and reliable help to be able to keep the person they care for at home
- In mental health services:
 - There is still a stigma felt by service users to admit their illness
 - Who you live with also seems to be a big factor in recovery

Background:

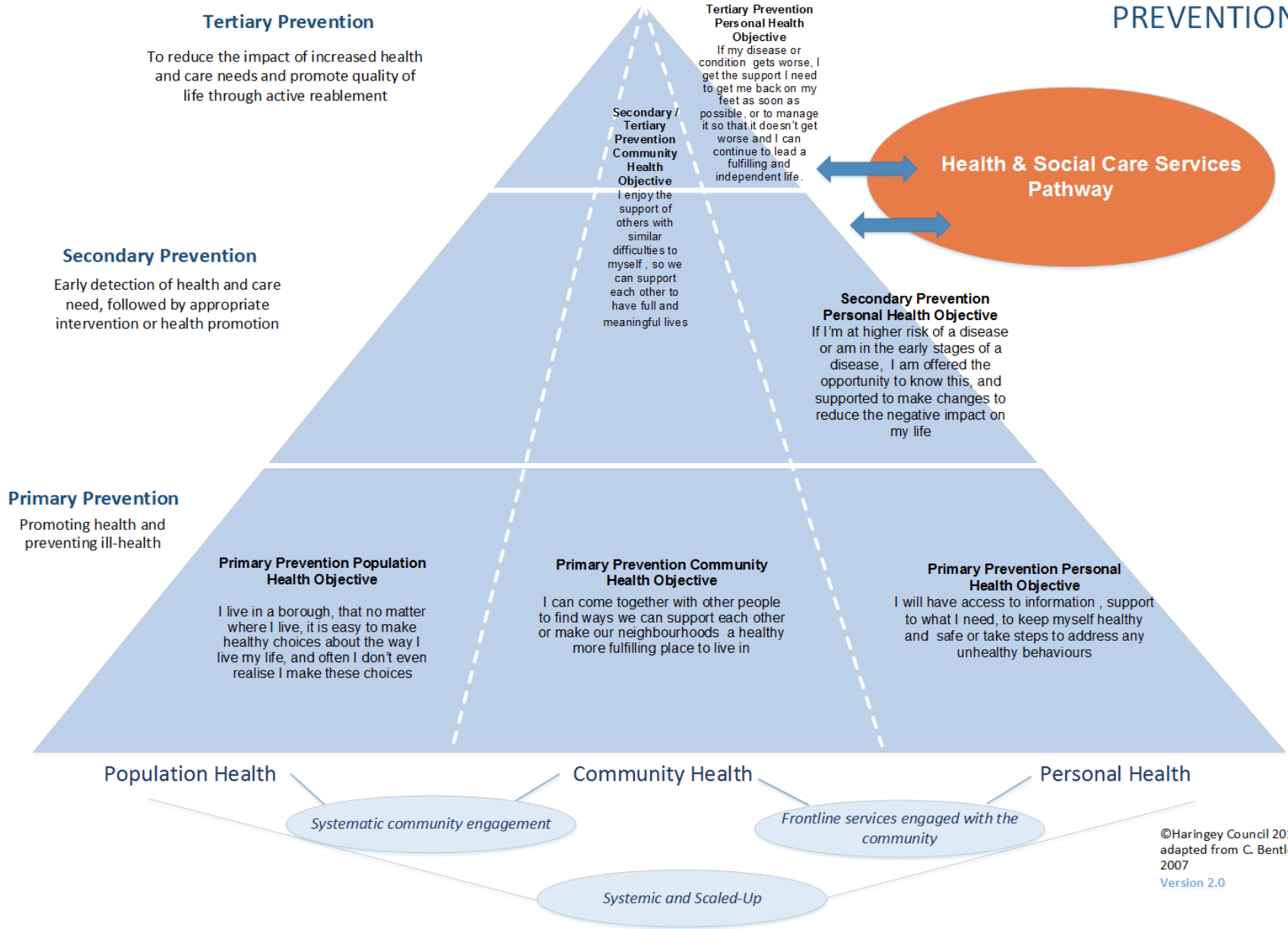
- Engagement undertaken with staff and partners

Workshop with partnership boards– “What we’ve Heard so Far”

- Reaffirmed that information is disjointed and confusing
- People pointed to the built environment as a factor in enabling independence
- People not feeling part of a community because the residents in their local area were transient – how do we resolve this?
- People felt a more holistic, joined up approach was needed when offering services across the system
- People wanted more transparency and understanding of the social care offer
- Participants were keen to highlight that that some people might never be fully independent

- Critical stage in the development of our ITOM involved the preparation of a set of pithy, meaningful and readily understood Statements that reflect our engagement work
- Convey our ambition for Adult Social Services, Public Health and Health Services and explain how we will deliver on this
- As there is a clear line of sight between these and the Council's P2 Objectives they also explain how we will deliver on these
- 'I & How' Statements were developed based on what people have told us is important to help them maintain their independence
- A set of Overarching 'I & How' Statements were also developed to sit alongside those for each P2 Objective to ensure the connection between the 'Healthy Lives' Objectives
- These apply equally to each P2 Objective, and will be used more generally to help steer the development of our future operating Model(s)
- We have also been working to develop a set of performance measures to complement our 'I & How' Statements

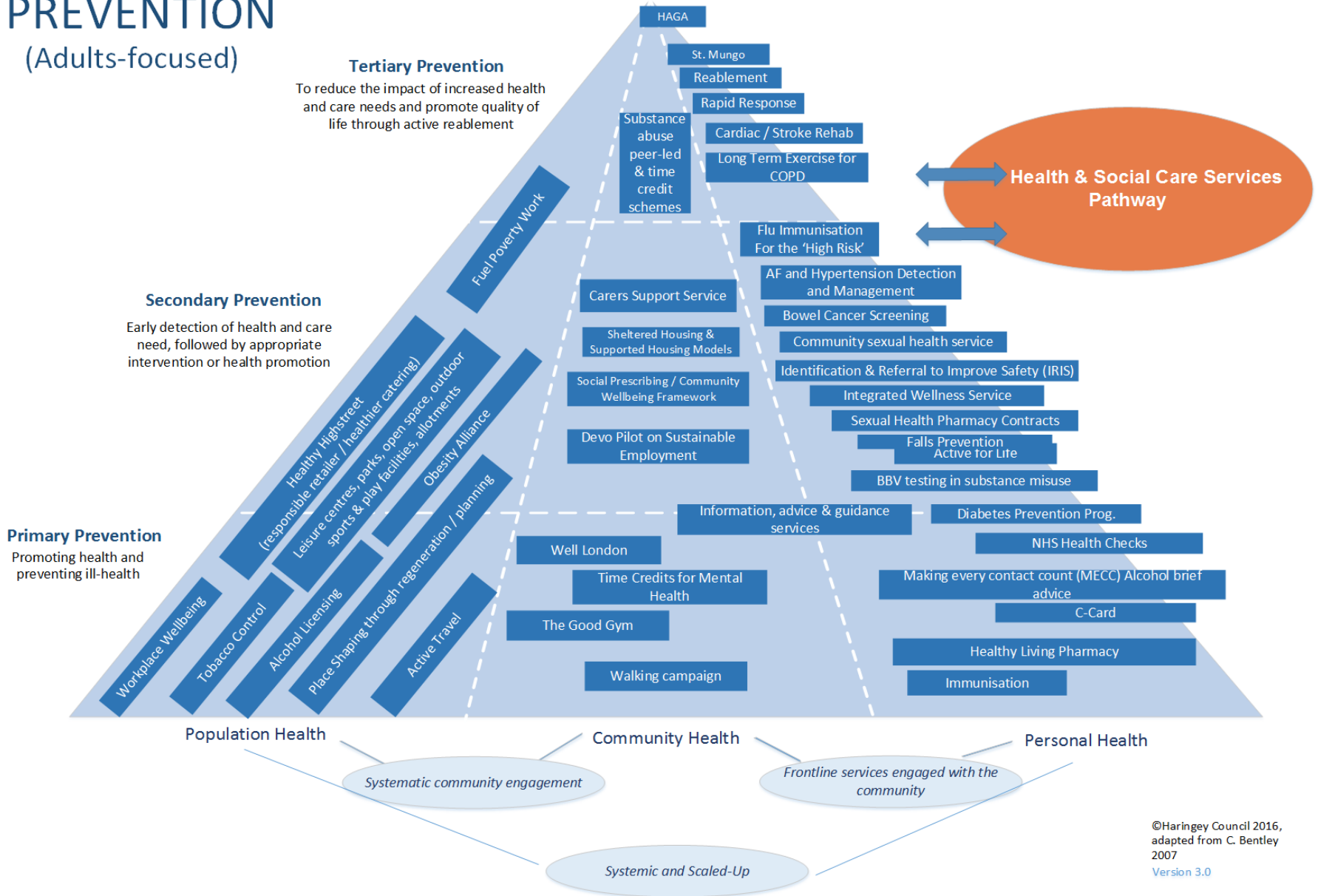
Please refer to the handout provided for more about these.....



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Version 2.0

PREVENTION

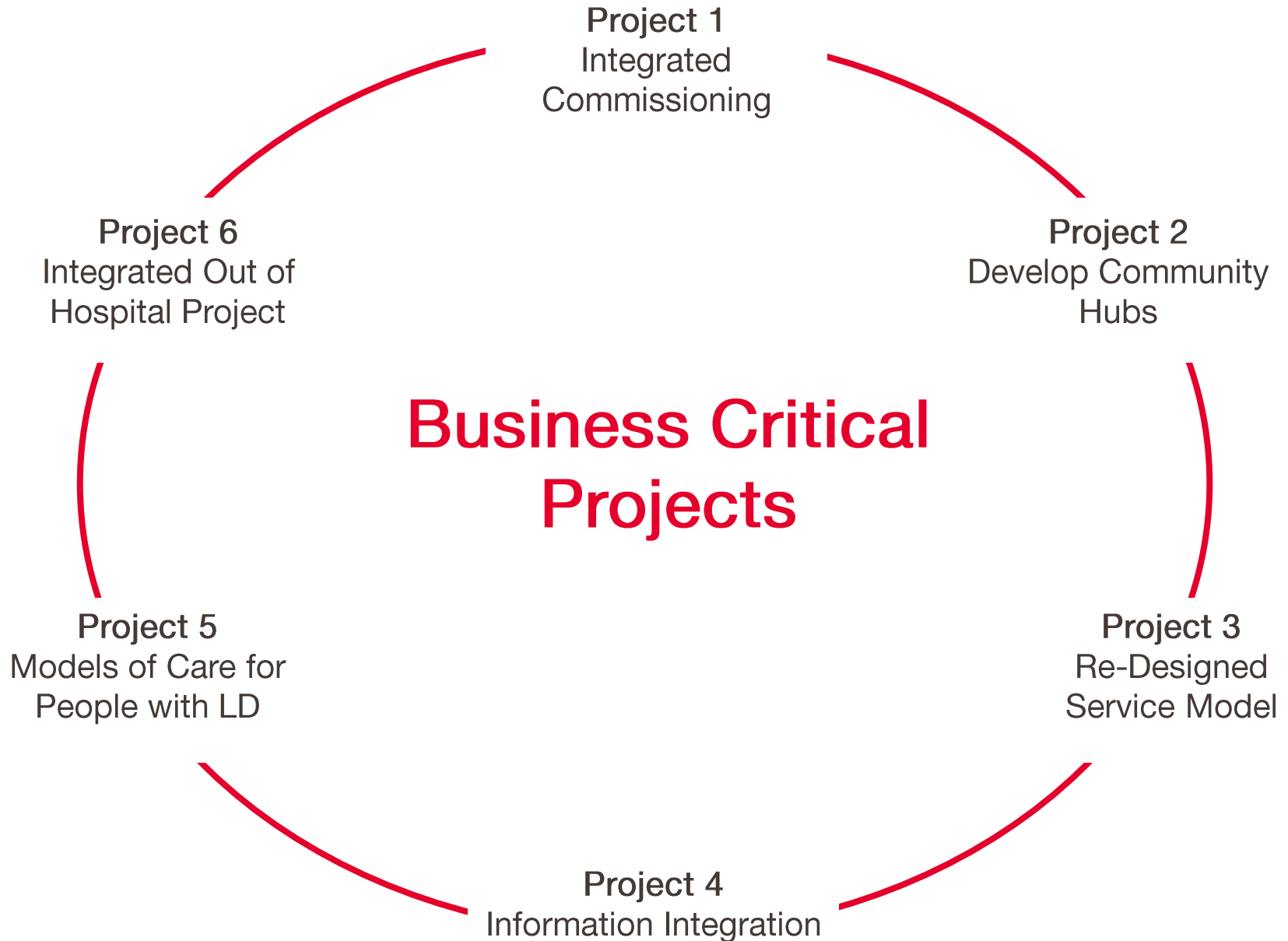
(Adults-focused)



Session 3

7.20 – 7.30

Integrated Target Operating Model: Next Steps



Project	Summary
Integrated Commissioning	<p>Review of commissioned primary, secondary and tertiary prevention services across the investment landscape to:</p> <ul style="list-style-type: none">• Rationalise contracts to improve VfM, by achieving greater economies of scale, reduce clienting and commissioning costs• Establish their overall VfM in achieving their contractual requirements and delivering the outcomes we require, refocusing these as necessary
Develop Community Hubs	<ul style="list-style-type: none">• Phased transfer of front door activity from Adult Social Care into Haringey Advice Partnership (HAP)• Embedding Assistive Technology within the first point of contact and throughout the customer journey

Project	Summary
Re-Designed Service Model	<p>Re-designing Adult Social Services service delivery model to create a more effective, efficient and flexible workforce. This will be achieved by implementing a clear performance management framework, simplifying systems and reorganising service delivery</p>
Information Integration	<p>Ensuring that the right information is available at the right time and in the right place to enable citizens, service users and carers to:</p> <ul style="list-style-type: none">• Help themselves effectively• Be aware of their own health any emerging or existing conditions so they can take steps to manage these <p>It includes the provision of tools to enable the receipt of self-directed support. The Project will build on work undertaken to date, with consideration also given to the future of Haricare</p>

Project	Summary
Models of Care for People with LD	<p>This project will focus on the developing models of care for people with Learning Disabilities across Haringey and Islington to improve health and care outcomes - and manage costs in line with existing and future budgets</p>
Integrated Out of Hospital Project	<p>Bringing together all new and existing out of hospital services, this project aims to take these forward - improve their coordination, capacity and quality. The key focus will be on older people, frail and pre-frail adults across:</p> <ol style="list-style-type: none"> 1. <u>Primary Care</u>: Locality Teams, MH and Primary Care Hubs, MH Navigators 2. <u>Intermediate Care Services</u>: Bed Based Intermediate Care, Step Down, Reablement, Cavell, Rapid Response 3. <u>Hospital Services</u>: Home from Hospital, N. Mid at Home, Discharge to Assess, Integrated Discharge Team, 7 day-a-week working

Session 4

7.30 – 8.25

Discussion

Now that we've been through what....

- Our services currently look like
- Key challenges we face
- People think of our services – and where we need to focus our efforts
- We are doing to respond our challenges – and the key projects we propose to take forward

We want to use the next 55 mins. for a Group Discussion:

- **Group Discussion:** Divide into two groups, and consider (45 mins.):
 - **Question 1:** What are the most important areas described in our proposed new ways of working (Target Operating Model) that we should build on?
 - **Question 2:** Are there any gaps or areas we should focus on more going forward?
- **Feedback:** Round-table report back and discussion (5 mins. per group):
 - **Question 1:** Top 3 important areas to build on
 - **Question 2:** Top 3 gaps or areas of focus to build in

Session 5

8.25 – 8.30

'Next Steps' & Close

- Adults & Health Scrutiny Panel (29th September):
 - Opportunity to feedback ahead of this
 - Panel will provide further opportunity for reflections on today
- Keen to hear about the best way to involve you and other Members in the transformation process
- Our Next Steps:
 - Obtaining ‘sign off’ for each Project
 - Project scoping:
 - Service user, carer and representative group involvement in co-design and co-production
 - Joint work with our partners, particularly Haringey CCG and Islington
 - Close working with service providers, community and vol. sector

Thank you for coming along today. I hope that you found the workshop useful.

Please contact me if you have any questions about today, or if I can be of further help:

Telephone: 0208 489 4433

E-Mail: john.everson@haringey.gov.uk