

# Health and Social Care Integration Update

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David Williams  
Chief Officer Designate,  
Glasgow City Health & Social Care Partnership

# Agenda

**12:30 Registration**

**13:00 Welcome, Introduction, Overview of Current Environment, SWS present and future**

*David Williams, Chief Officer Designate, Glasgow City Health & Social Care Partnership*

**13:15 Health & Social Care Integration update**

*David Williams, Chief Officer Designate, Glasgow City Health & Social Care Partnership*

**13:30 SDS and Integration: Making the Most of the Opportunities**

*Etienne d'Aboville, Chief Executive, Glasgow Council for Independent Living*

**13:45 Group Discussion**

**14:15 Tea / Coffee Break**

**14.30 Role of Third & Independent Sectors in Integration**

*Shona Stephen, CEO Queens Cross HA and Third Sector Representative, Integration Joint Board*

*Peter Millar, CEO Aspire Housing & Personal Development Services and Independent Sector Representative, Integration Joint Board*

**15:00 Group Discussion**

**15:30 Question & Answer Session**

**15:45 Conclusion**

- **Public Bodies (Joint Working) (Scotland) Act 2014**

- delegate Council and Health Board functions, either from one party to the other or from both parties to an Integration Joint Board (IJB)
- produce an integrated Strategic Plan linked to the National Health and Wellbeing Outcomes
- adult services as a minimum

- **Aims of Health and Social Care Integration**

- transform the way health and social care services are provided
- support people to live longer, healthier lives and live at home or in their own community for as long as possible
- drive real change that improves people's lives

- **3 year plan for the IJB to commission services within a 10 year vision**
- **Delivery of integrated services at city-wide and locality levels**
- **Delivery linked to the 9 National Health and Wellbeing Outcomes**
- **Performance and finance arrangements included**
- **Developed via the Strategic Planning Groups – wide-ranging membership**
- **Wide-ranging consultation following IJB approval of Strategic Plan**

# Main Achievements to Date

- **Council and Health Board agree to adopt the IJB model, to include Children's and Criminal Justice services**
- **Shadow Integration Joint Board established**
- **Chief Officer Designate appointed**
- **Executive and Senior Management system implemented**
- **Strategic Planning Structure agreed**
- **Work underway to draft the Strategic Plan**

# Main Achievements to Date

- **Integration Scheme drafted, consulted on and approved by the Council and Health Board**
- **Scheme submitted to the Cabinet Secretary for approval (initially rejected)**
- **OD sessions with the Shadow IJB, Executive and Senior Management Team, Leadership group and staff**
- **Development of a draft vision for the Glasgow City Health and Social Care Partnership with consultation (work continues)**
- **Development of communications strategy and brand identity for the Glasgow City Health and Social Care Partnership (work continues)**

# Next Steps — Integration Scheme, IJB and Strategic Plan

- **Revise Integration Scheme based on feedback from the Scottish Government**
- **Submit revised Scheme to the Cabinet Secretary**
- **Assuming approval, the IJB established around September 2015**
- **Develop the Strategic Plan ahead of establishment of the IJB**
- **Formally consult on the Strategic Plan following IJB approval**
- **Present final draft of the Strategic Plan to the IJB**
- **Delegate functions when the Strategic Plan comes into effect**

- **No major changes immediately**
- **Existing good partnership working practices being built upon**
- **Current access points for patients/service users remain**
- **Staff will remain with current employer with existing Terms and Conditions**
- **Longer-term transformational change to ensure joined-up service provision for the patient/service user from the point of access onwards**



# SDS & Integration: Making the Most of the Opportunities

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David Etienne d'Aboville,  
Chief Executive



- Disabled Peoples Organisation
  - Run **by** disabled people **for** disabled people
  - Independent Living Movement
- Support & Payroll
- Housing, Training, Employment, Equality Academy

## New funding for active and independent living

£3 million fund to help rehabilitation.

# Our Key Principles and Values

- Social model of disability
- Independent Living
  - Choice, control & self-determination
- Co-production
- Citizenship, human rights & social justice





# Independent Living

# Reasons to be cheerful...

- SDS Strategy
- ILF Scotland
- Christie
- Community engagement
- Glasgow IL Strategy

- Austerity
  - Rationing of services
  - Increased charging
- Reduced public sector role
- Scale of the task
- Clash of cultures?

- More holistic approach
- Creative & flexible SDS support systems
- Jointly funded SDS packages



# What's Needed?

- Step change in attitude & understanding
- Real co-production
- Commission on Social Care

# Table Discussion 1

- What are the challenges for HSCI in the short, medium and long term?
- How do we address these challenges?
- How do we empower people to live independently as we move forward with HSCI?

# Role of the Third Sector in Integration

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Shona Stephen  
CEO, Queens Cross Housing Association and  
Third Sector Representative,  
Shadow Integration Joint Board



- CEO, Queens Cross Housing Association
- Scottish Government – Housing and Regeneration Directorate
- Housing and Voluntary Sector
- Third Sector Rep on Shadow IJB

# Third Sector Representative

- Nominated by Third Sector Forum
- Non-voting member of Shadow IJB
- Steering group of Accommodation Strategy strand of ICF

# What is the role of the Third Sector?

- Christie Commission
- Legislation – Public Bodies Act
- Guidance
- Advice Note – The role of TSI
- Strategic Planning

# How can Third Sector help to integrate Health and Social Care ?

- Early intervention and prevention
- Specialist services
- Local services
- User led
- Co-production

# How can Third Sector help to integrate Health and Social Care ?

- Partnership
- Additional resources
- Expert knowledge
- Flexible and innovative
- Efficient



# Challenges

- Resources
- Representation
- Engagement and collaboration
- Communication
- Evidence of success

# Role of the Independent Sector in Integration

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Peter Millar  
CEO, Aspire and  
Independent Sector Representative,  
Shadow Integration Joint Board



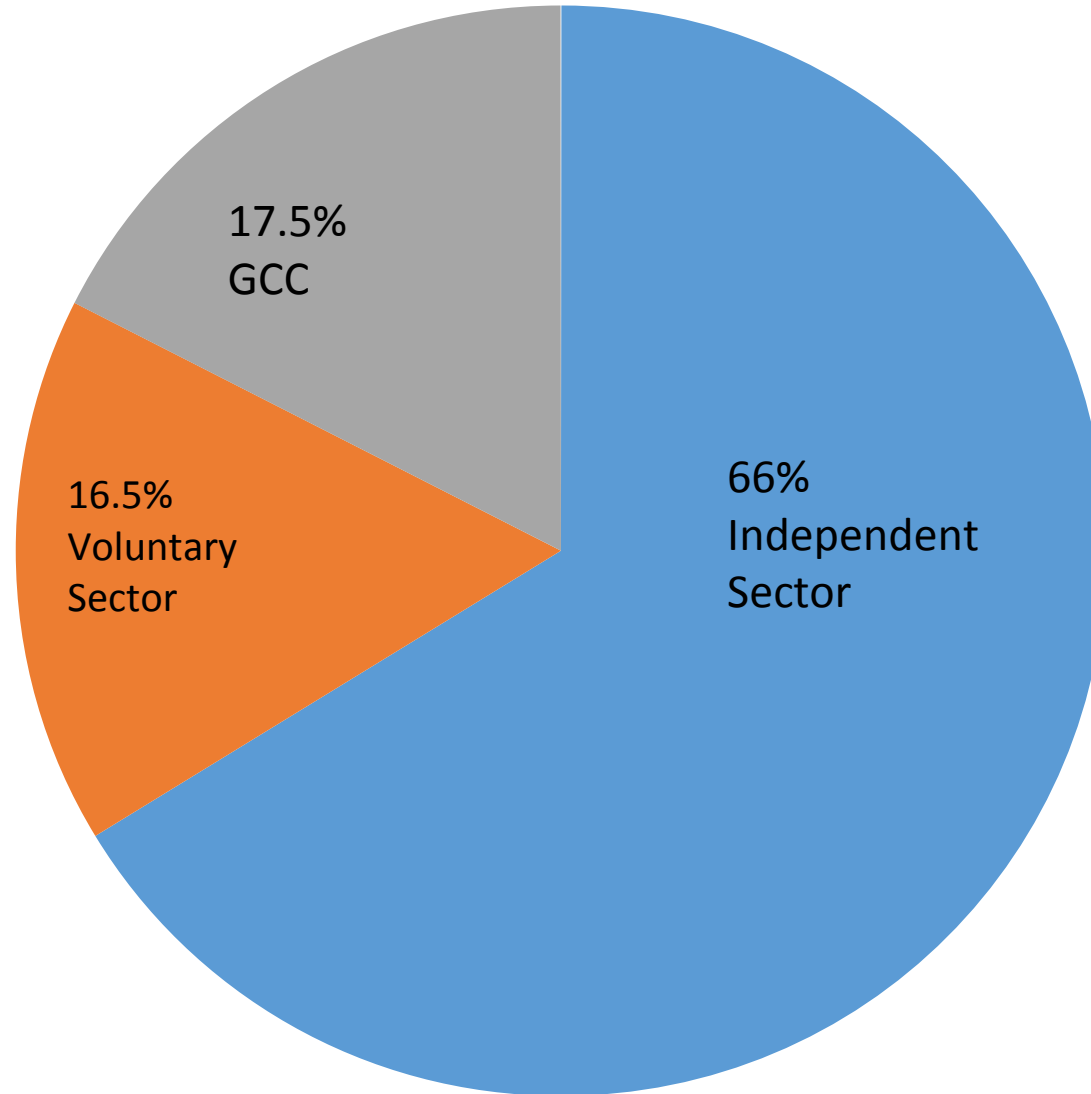
“Health & Social Care Integration is a once in a generation opportunity to transform public services in Scotland to meet the needs of individuals the length and breadth of our country.....The changes we are striving to implement are nothing short of a ‘mega reform’ for Scotland’s public services.” (John Swinney, April 2015)

# The Independent Sector

# Independent Sector Services in Glasgow

- Services provided: mainly in respect of older people in Care Homes & Care at Home services
- Other Services: e.g. Aspire provides Homelessness Housing Support services to approx 450 individuals across the City.
- Independent Sector Providers range from large Corporates to small/family-run organisations.
- Scottish Care has 427 member organisations who provide 891 services across Scotland

# Care Homes in Glasgow



103 places in 7 Independent Sector Care Homes in Glasgow

- **Primary Aim:** – to enable the individual to return home
- **Secondary Aim:** – to reduce the level of care, as appropriate

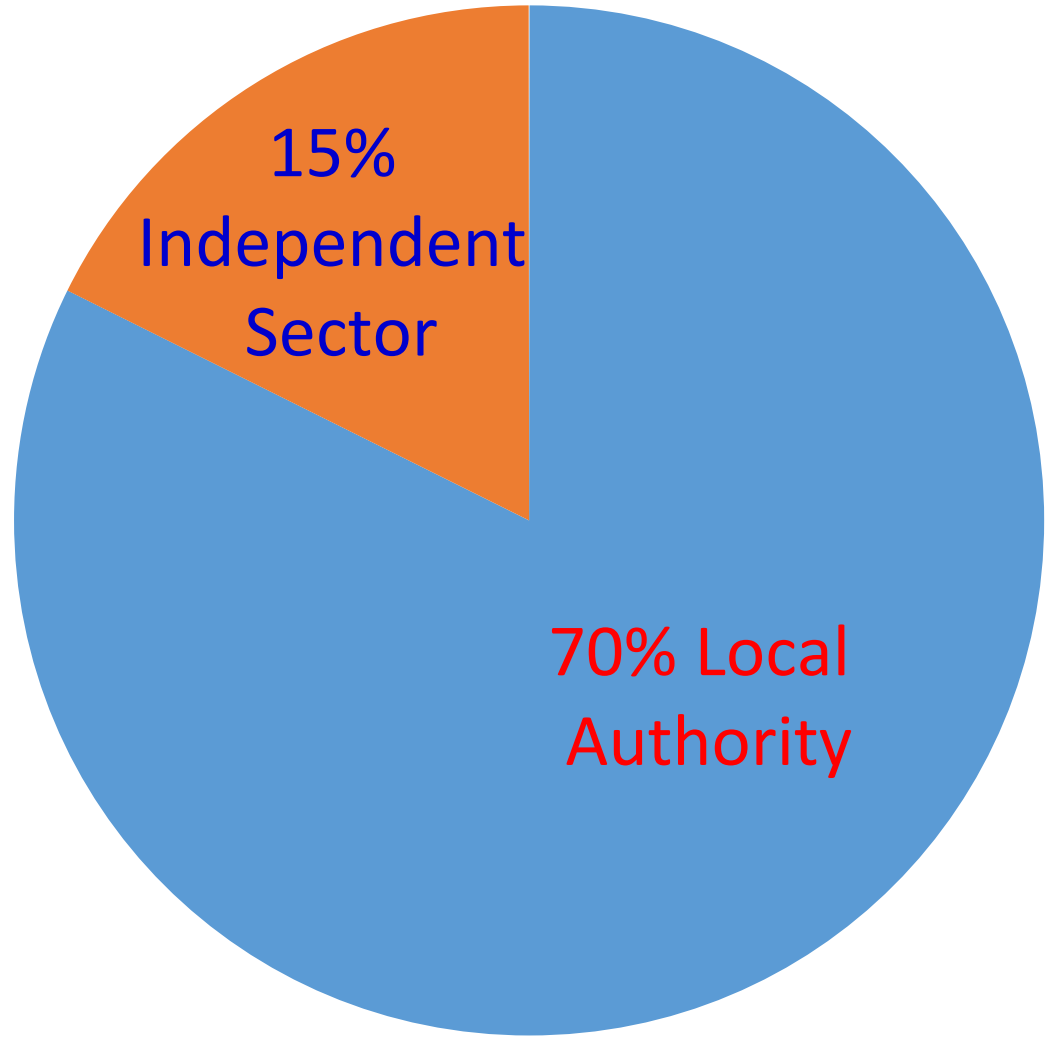
## Steps to achieve this:

- Early discharge from Hospital to an Intermediate Care Unit within a Care Home for those who cannot go home directly from hospital
- Promotion of independence by maximising rehabilitation/ reablement opportunities
- Undertaking assessments outwith an acute hospital setting.

# Care at Home Services



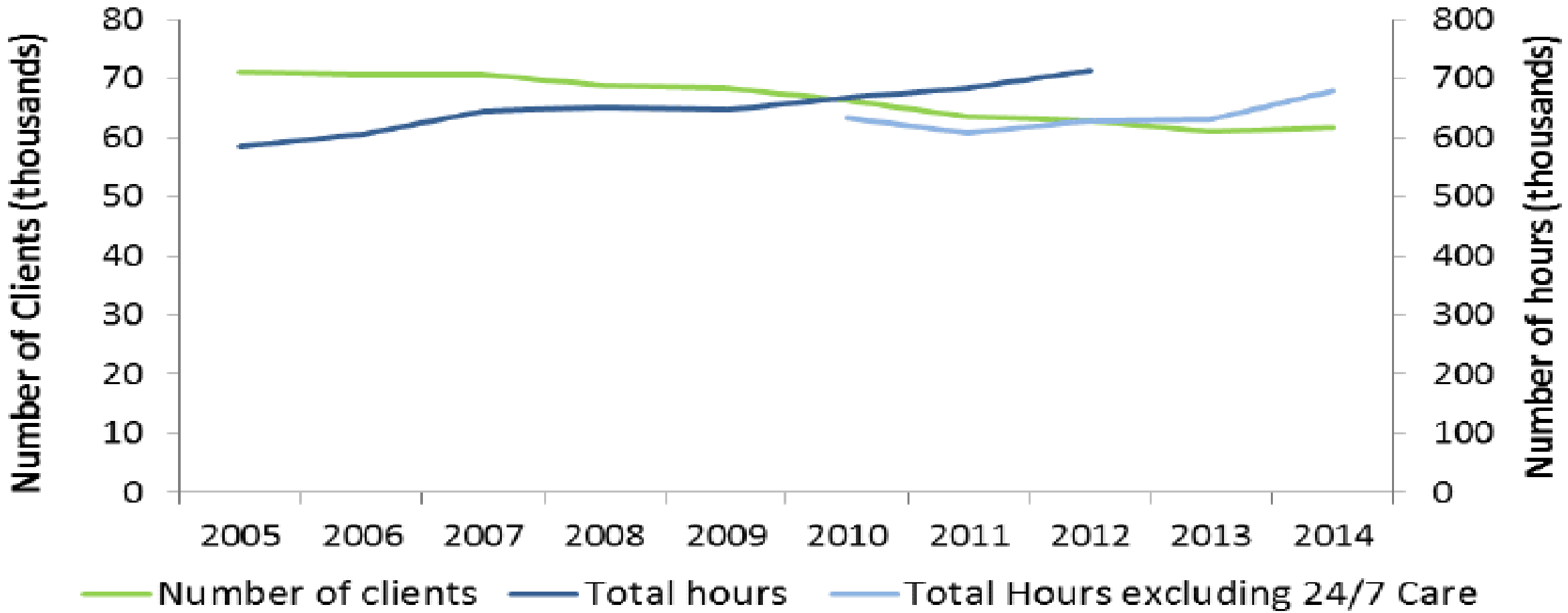
# In 2003, almost 70% of all Care at Home directly provided by Local Authorities in Scotland



The pattern of provision has changed markedly, in general, across Scotland:

- Local Authorities provide 40% of all Care at Home hours
- Independent Sector organisations provide 38% of all Care at Home hours

# Trends in Numbers of Care at Home Individuals' and Hours Provided over the past 10 years



# Role of the Independent Sector in Integration

The independent sector is enthusiastic about being a positive partner in integration arrangements.

- Reshaping Care for Older People
- Change Fund/Integrated Care Fund
- Currently involved in 13 different Strategy/ Working Groups
- Membership of the Shadow IJB

# Avoiding Dis-Integration

## Being alert to and resolving obstacles to Positive Integration:-

- Inadequate communication
- Denial
- Self-Interest
- Sector preciousness/Prejudice
- Institutionalised thinking & practice
- Progressing the status quo!
- Unhealthy balance of power in partnership relationship
- Not having a level playing field in Services Commissioning
- Taking our eyes off the ball:-
- Stopping at structural integration
  - need to evolve towards practice integration (and co-location).

# Making the Partnership Work

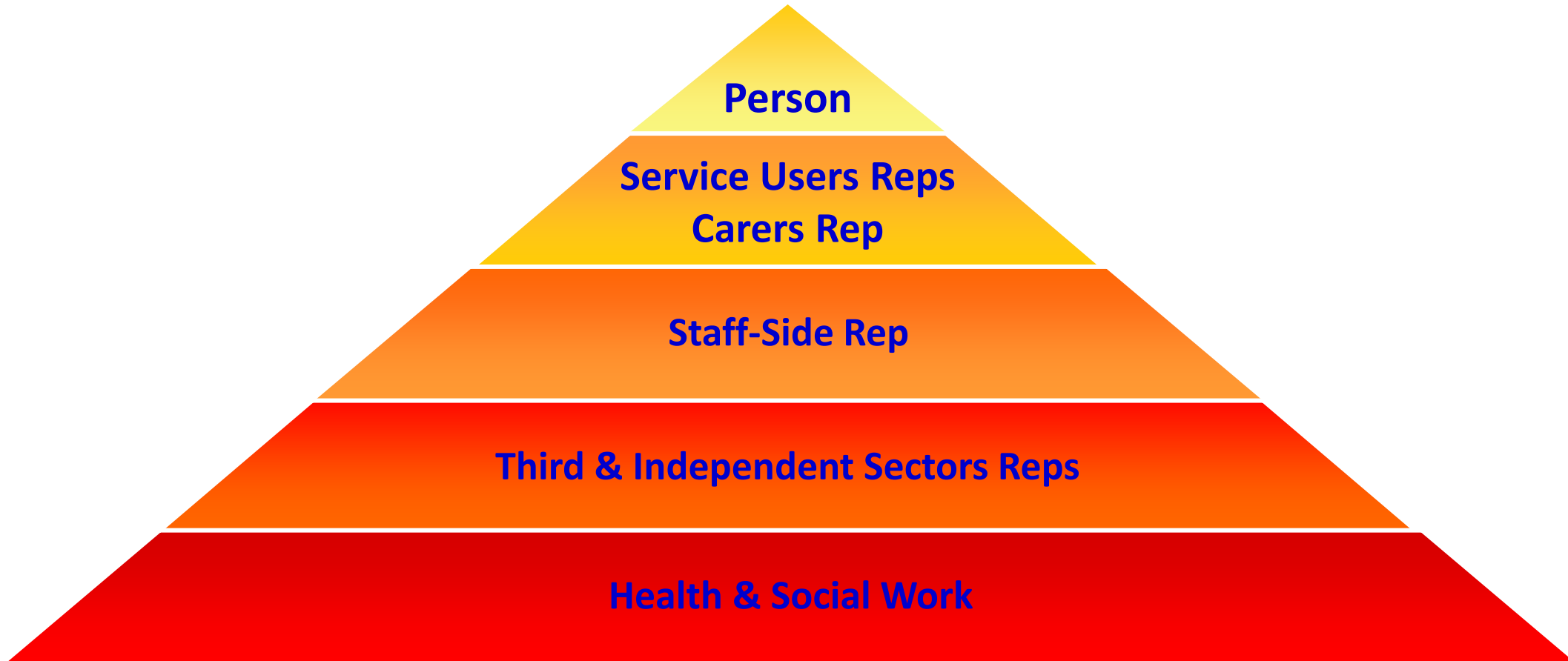
- For all organisations/people involved - the degree of alignment of vision, values, culture, effective communication – and coordinated actions – will have a direct bearing on the success of the Health & Social Care Partnership
- Partnerships need to be close but non-collusive. Creative tensions can give birth to synergies.
- $2 + 2 = 5$

# Integrate!

- When it is realised that ‘integration’ is a *means* to an end – not an end in itself!
- When we truly understand that it is our actions – not our ‘badge’ that counts. The service recipient doesn’t care about what ‘Sector’ we come from!
- When we see inter-disciplinary staff/organisations (ideally, co-located) working closely together in positive, mutually respectful, relationships as equally valued members of teams.
- When we have clear Outcomes evaluation measures that we continually monitor and review as a high priority.
- When the Golden Thread is clearly visible from the National Health & Wellbeing Outcomes to the actual *results* achieved in practice – across **ALL** organisations.
- Fundamentally** - when we see **Best Value**, Health & Social Care services, delivering on their promises and sustaining and positively transforming Glasgow Citizens’ lives.



# The IJB - Getting to the Point!



## Table Discussion 2

- What do the voluntary and independent sectors bring to the successful integration of health and social care?
- How can the voluntary and independent sector's contribution to integration be realised?
- How can third and independent sector representative's best reflect your views and voice?

# Question and Answer Session

# Thank you

Presentation material and feedback will be available at:  
[www.glasgow.gov.uk/swsproviders](http://www.glasgow.gov.uk/swsproviders)

Any queries to:

SW\_ContractManagement@sw.glasgow.gov.uk