

## PLANNING FOR INTEGRATION

Report by Jan Baird, Transitions Director, The Highland Council & NHS Highland

**The Board is asked to:**

- **Note** the progress in the programme of work – Planning for Integration.

### 1 Background and Summary

The joint meeting of The Highland Council and NHS Highland on June 23<sup>rd</sup> agreed the development of integrated services for children and adults. Following a lead agency model, this will result in an integrated service for adults being delivered by the NHS and a similar service for children being delivered by the Council. This report is a summary of progress to date on the deliverables agreed by the Programme Board.

### 2 Progress Report

The programme Board agreed 6 deliverables from this programme of work.

- 1) **Project Management** – In line with recommendations to the Highland Council and Highland Health Board in December, a formal Project Initiation Document, project plan and reporting format have been established. This format is proposed for reporting on all six deliverables identified in the programme of work referred to as Planning for Integration. Work already progressed such as the Communications Plan and Risk Register are now incorporated in to this Project management paperwork.
- 2) **Lead Agency Model** – The lead agency model explored by both organisations continues to be developed based on the principles agreed. Further scoping work and definition of the model is being progressed. As part of the actions being progressed it has been proposed to the Programme Board that certain enabling functions be extracted to form a further deliverable – enabling functions. This would include Finance, HR, Legal, Property and I M&T.
- 3) **Service Specification** – Elements of work that are required to deliver service specifications for the new children and adult services are progressing, building on existing information held by each organisation and adopting previously used formats and processes to provide consistency across the area e.g. previous needs assessments. Population profiles etc. The specifications for the new service, in principle, should build on existing good and effective practice as well as addressing issues that get in the way of providing a quality service and impact on the experience for users and carers. As utilised in the work of Safer Highland, an outcomes based approach using logic modelling and the outcomes triangle has been adopted.
- 4) **Commissioning Documentation** – Commissioning is recognised as a key piece of work and the approach and behaviours to be adopted for effective commissioning must be clear and consistent. Work has been explored in other areas and a definition now agreed by the team. Fundamental to effective commissioning is the documentation that supports it, namely the legal and partnership agreements, the commission or delivery Plan and the Performance Framework.

- 5) **Change Management Programme** – The Change management approach required for this programme of work has been ongoing for some time and much of the engagement plans are included in the communication strategy signed off by the Programme Board. A staff engagement plan has been requested by the Staff Partnership forum and a first draft will be presented to them in August. Some specific issues are outstanding and require Programme Board discussion and agreement, namely the approach to be taken to external consultants who express an interest in being involved and the risk around the lack of engagement of some professional representatives, e.g. Medical, Education
- 6) **Evaluation/Benefits Realisation** – Evaluation of Planning for Integration and the benefits it is intended to realise has been initiated with recognition of a model and approach. It is recommended that the same approach is adopted for the evaluation of children's and adult services. The Programme team has been developing an outcomes triangle for each service based on the existing outcomes agreed in the Integrated Children's service plan and the Community Care Plan. This methodology will also enable the capture of National and locally agreed outcomes as stated in the SOA and demonstrate the inter-relations and interdependencies.

### **3 Contribution to Board Objectives**

This programme of work will contribute to achievement of the Corporate Objectives of NHS Highland and the outcomes agreed in the Single Outcome Agreement of the Highland Partnership

### **4 Governance Implications**

- Staff Governance – a Staff Partnership Forum and HR subgroup have been established to support the staff and ensure adherence with Staff Governance Standards
- Patient and Public Involvement – as part of the Communications plan; involvement of users, carers and communities is addressed along with engagement through the Community Planning networks.
- Clinical Governance – The Board Nurse Director is leading a working group to detail how Professional Leadership for clinical staff in the Council will be accessed and secured. This will be an essential element of the Partnership agreements.

### **5 Impact Assessment**

All actions agreed in the delivery plan will be the subject of appropriate impact assessment in line with the planning for fairness process.

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