Supporting local public services through change

Integrating health and social care services
Health and social care services should be viewed as a single, interdependent system. Services designed from this perspective take into account the whole spectrum of an individual’s needs. Care delivered in response to these needs is holistic; it contributes positively to patients and service users short and long-term health, wellbeing and quality of life. Integration has shaped a variety of national policies, including the current Health and Social Care Bill but few would claim that nationally, or even locally, we have achieved integrated services. The transfer of commissioning responsibilities to Clinical Commissioning Groups (CCGs), the strengthened role of Health and Wellbeing Boards and associated changes in the Health and Social Care Bill create a unique opportunity to make integration a reality.
The challenge

Health and social care organisations are under pressure to find significant financial savings and offer patients and service users improved choice, control and quality of care. Dilnot reported that £2.2bn could be required from the public purse to make social care fair and sustainable, whilst the NHS will need to find 4% efficiency savings per year to meet the Nicholson challenge. Pressures on services are exacerbated by an aging population with chronic conditions and increased public expectations. The need to innovate around service provision is now greater than ever as the sector’s costs continue to spiral.

The benefits

An integrated approach to the provision of health and social care services contributes to improved outcomes for patients and service users, and offers advantages to health and social care commissioners and providers. A whole systems approach to integration offers the opportunity of savings and service improvements through reduced residential care and emergency admissions. It also offers operational efficiency through reduced duplication and can facilitate increased productivity – ensuring sustainable services in the face of demographic and financial pressures.

For local authorities and PCTs, the austere financial climate has made delivering significant savings a critical priority. For GPs, the transfer of commissioning responsibilities allows general practice’s central role in coordinating patient care an unprecedented opportunity to shape the way services are provided to best meet the current and future needs of their local populations.

There has never been a better time to integrate health and social care services. Financial and demographic pressures, combined with key legislative changes, create a unique strategic opportunity for a local response to current and future challenges.

Is integration always the right thing to do?

- Does it meet the needs of current and future users in your community?
- Will it deliver the outcomes you seek in your local circumstances?
- Will it offer choice and personal control to your service users?
- Does it streamline your services and offer cost savings for the local health and social care economy?
- Does it address your community’s current and future demographic demands?
Elements for achieving integration

Health and social care commissioners and providers will be at different places on the journey towards achieving integration. However, all will require the following:

1. Identify
   - A shared understanding of the local service landscape
   - A shared vision and stakeholder management strategy
   - A strong relationship between the local authority, CCG and PCT, voluntary and independent sectors
   - An agreed mechanism for shared investment and saving between key service commissioners/providers

2. Diagnose
   - Integrated evidence base
   - Shared understanding of the costed care pathway for all client groups
   - Pathway includes patient/user numbers, costs, capacity and capability of existing services

3. Design
   - Integrated service design across a number of client groups
   - Governance to ensure accountable decision making
   - Agreed financial ‘mechanism’ for investing and saving

4. Deliver and sustain
   - Project leadership
   - Detailed implementation plans/service specifications
   - Consultation and TUPE transfer, where appropriate
   - Key KPIs to support commissioning contracts/operations
   - Project management across multiple organisations and workstreams and the commissioning/provider split
   - Change and benefits management

What do we mean by health and social care integration?

We believe integration is about taking a systemic perspective on health and social care services, bringing together disparate packages of care (clinical and social) and identifying key areas of interdependence between services. Services designed from this perspective secure improved individual and community outcomes including the financial sustainability of services.

Integrated services are achieved by looking at the needs of the patient/service user as a whole and analysing them alongside the ‘macro’ pressures surrounding services. From these two elements we can design an integrated care pathway based on a preventative, community based model of care that is financially sustainable. Critically, benefits are also systemic which means health and local authorities need to invest and save together based on a shared view of costs.

Integrated care pathway for older people

- Long term preventative approach keeps people independent for longer
- Community based services are cheaper to deliver
- Services are joined up, removing duplicated visits and maximising productive time with patients
- Lifetime costs are lower

A single point of access makes services easier to navigate
Moving towards financial sustainability: integrating health and social care services

The challenge
A London borough and Primary Care Trust (PCT) along with the emerging Clinical Commissioning Group (CCG) were facing similar challenges to other public services, dramatically reducing funding and increasing demand. The first two organisations had a history of joint working on an operational level but had not considered integrating services. The local authority, PCT and CCG recognised that there were significant opportunities to make savings and improve services by delivering together but were unsure how to achieve this, especially given the uncertain landscape across government.

EY were commissioned to broker the strategic relationship between the organisations, to establish a shared vision for integrated services and to develop a business case to support integration.

Our approach
We focused on three main areas:

► Building a strong relationship between local authority, PCT and CCG based on a shared understanding of local services which included cost and volumes
► Designing a high level vision for services which achieved the strategic aims of the local authority and PCT as well as supported GPs in improving services
► Identifying savings based on robust data and the high level service design

Value delivered
► The local authority and PCT have a medium-term savings plan additional to an Efficiency Programme and the QIPP programme which identified more than £6mn in savings
► The local authority, PCT and CCG now have a shared view of the ‘service landscape’ in the locality including the size, cost and volumes of services
► A signed off ‘vision’ for services in intermediate care and mental health align services to the preventative service delivery ethos of both organisations
How can EY help?

We help you to navigate the journey towards integration. We have supported organisations already innovating in this area and our team bring relevant experience to bear on the specific issues you will face on the journey. We work flexibly with you at any point of your journey:

► Leadership and stakeholder management – we help to create and secure agreement on a vision amongst the CCG, PCT, local authority and voluntary and independent sector organisations

► Evidence and data analysis – we help develop a shared understanding of the existing service landscape and the key points of interdependency between services

► Service redesign expertise – we help redesign services through developing service specification/implementation plans which require joint investment and joint savings

► Implementation capability and capacity – we help manage implementation across multiple workstreams, multiple organisations and the commissioning/provider split

A flexible package of support you can access

**Phase 1: Vision and diagnostic**

► Analysis to determine where your community is on the integration journey
► Facilitate the agreement to integrate and shape joint vision for services
► Establish a mechanism for investing/realising savings

**Phase 2: Full business case**

► Robust analysis of the joint health and social care pathway
► Service redesign
► Implementation planning
► Financial modelling

**Phase 3: Implementation**

► Recommissioning/TUPE transfer/SLAs
► Performance management
► Programme management activity
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Why EY?

We bring relevant experience to our engagements, having supported organisations innovating in this area.

We have been successful in working with organisations to identify and implement new delivery models for social care, e.g., local authority trading companies that protect the front line whilst establishing a service architecture on a more sustainable financial footing. Our team has strong experience of designing and delivering whole systems change programmes across health and social care. We can draw on a pool of individuals with past experience of working in health and social care, finance and data analytics.

Simplicity: our approach involves an initial assessment to quickly identify and focus on actions to actually realise savings and/or help to deliver the strategic change you need.

Collaborative: we will work alongside you and equip your team with the knowledge to effectively monitor, review and achieve savings in the future.

Experienced: the products are tried and tested, reduce cost and realise greater cashable savings in a shorter period of time.

Risk and reward: our commercial offer is grounded firmly in the tangible benefits delivered to you.

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EY has a multi-disciplinary team focused on the local government sectors. We have extensive experience of assisting local public sector bodies to deliver significant improvements for both them and the citizens they serve.
About EY
EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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