

Report of the Corporate Director – Health, Housing
and Adult Social Care

**Health, Housing, Adult Social Care Directorate Challenges and Priorities
as at July 2019**

Summary

1. This short paper reports on my “look, listen, learn” discovery phase from February to May, following my appointment as Corporate Director for health, housing, and adult social care. It’s a temperature check of the directorate in terms of statutory compliance and safety and fitness for purpose; as well as a summary of the priority areas for the directorate to focus on in the short/immediate/long term.
2. These priority areas will be aligned with the emerging Council Plan priorities as the new political administration is established and we enter a new 4 year democratic cycle. At the point of publication of the Council Plan we will have established timescales for the delivery of immediate and long-term plans for the directorate. Priority plans can be expected to focus on areas such as housing delivery, mental health partnership, STP/ICS and health and social care integration, financial sustainability of the directorate, and a new financial and practice model of social care delivery for the directorate to refine in the next 2-4 years.
3. Alongside this report at Annex 1 is a visual structure of the health, housing and adult and social care directorate.

What needs to be done?

4. York is a place where:
 - Finances are relatively stable

- Health of the population is good
- There' s virtually full employment
- Business, economy, culture, learning is thriving
- There's an ambition to build on all of the above; and a commitment to, and thirst for, continuous improvement
- Partnership is in place
- There's recognition that a "place based" corporate agenda will take us forward.

What aspects of this can we influence? Integration – Partnership – Leadership – Culture shift – Digitalisation/Technology – Innovation

5. Relationships exist in all key areas. Where trust needs to be built, we can do this through collaboration and transparency.
6. Mechanics are in place to ensure that operational management is safe and smooth, giving me confidence and assurance.
7. For the corporate director, the focus will be on strategic leadership and direction and creating the conditions that support staff to perform well in their various roles. The development of strengths-based leadership will be a key area for attention.
8. A shared vision for our City needs further development across all stakeholders. This will enable us to get from information to action in all of our key workstreams.
9. In this context, the challenge for the corporate director, and the directorate, is to:
 - Maintain and build on these foundations and achievements
 - Build a credible evidence base and business case for further service development
 - Use financial stability to invest and generate growth and income

- Tap in to corporate and democratic power to shape the place and develop markets
- Build partnerships with the business sector, academia, and industry
- Drive forward health partnerships by leading them directly, using public health as an enabler
- Improve the quality of service delivery across the STP/ICP, taking account of the recommendations of the CQC system review
- Examine and explore ever more efficient operational models based on personal responsibility and control....
-whilst keeping services safe and compliant with legislative and regulatory requirements
- Work to close the gap between those with good health and wellbeing outcomes, and those without
- Innovate!

How are we going to do it? Specifics/priorities: including, but not exclusively :(Digital/technology agenda needs to run through, and be at the forefront of, all of the below)

10. Application of human design principles to determine our strategic approach to the work of the directorate, and the means by which we seek to deliver our objectives.
11. Cultural change that's needed corporately in order to become the council we need to be.
12. Development of the Health and Wellbeing Board into a sharp delivery vehicle for the implementation of social care and health integration at scale and pace. Work has already begun on re-modelling and re-stating of purpose. Mental Health and Wellbeing as a priority agenda needs to be brought into this work and also the embedding of public health principles and approaches in everything we do – the need to deliver and fund “prevention” in a different way.

13. Development of place based partnership at a strategic level so that we set the direction of travel in order to achieve social care/health integration at scale and pace. Determining how the STP and integrated care partnerships will drive us towards accelerated integration of health and social care is a key priority.
14. Maintenance of a robust approach to ASC budget management alongside a bold and exploratory approach to develop funding solutions that meet the need of the particular York demographic; with a sharp focus needed on whole-system market shaping and development.
15. Establishment of a transformed ASC practice model in the final year of Future Focus as a programme. We need to be developing long term approaches to commissioning (rather than short term solutions to immediate problems).
16. There is scope to explore the development of models that will promote independent living in tandem with bed-based care; one that directly links to locality-based domiciliary care/health care and the development of hybrid workers. Ask the question: how do we use information/reports/projects/products (e.g. performance data/HR data/financial data & mitigation plans) to move from where we are now to where we want to be?
17. Market development is something we need to do in partnership with colleagues in economic development, local and national business, voluntary sector, and education/training sectors. Active exploration of the potential of technology and robotics to address the workforce challenges in adult social care is a crucial element of this work
18. Promotion of the housing delivery programme across CYC and partners to ensure whole system ownership and support at senior level of the principles and ethos of our approach to housing
19. Development of the Safer York Partnership into a responsive delivery vehicle for our strategies relating to safety and safeguarding communities.

Consultation

20. This report is purely to help inform the Committee in the preparation of its work plan at the onset of the new Municipal Year. As such wider consultation has not been necessary at this stage.

Analysis

21. The Corporate Director will attend the meeting to respond to the challenges and approach she has outlined in this report.

Options

22. Members of the committee can:
 - (i) Receive and comment on the content of this report.
 - (ii) Consider whether they wish to receive further information or undertake further work at future meetings relating to any of the issues raised in this report.

Council Plan

23. Following the recent local elections in York, the Council is currently consulting on a framework for a new Council Plan covering the four year period from 2019-2023. The proposed framework includes outcomes prioritising the services of health, housing and adult social care and addressing in particular good health and wellbeing, building homes and safe communities.

Implications

24. There are no known Legal, HR, Finance, Equalities, Crime & Disorder, Property or other implications associated with the recommendation in this report and there are no known risks associated with the recommendations in this report.

Recommendations

24. Members are asked note and comment on the content of this report and identify any further areas for consideration, as required.

Reason: To inform Members of issues and priorities of the directorate under their remit and assist them in identifying future priorities for their work plan.

Contact Details

Author:

Sharon Houlden
Corporate Director of
Health, Housing and
Adult Social Care
Tel: 01904 553251

Chief Officer responsible for the report:

Sharon Houlden

Report Approved

Date 22/07/2019

Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Abbreviations

ASC- Adult Social Care
CQC- Care Quality Commission
CYC – City of York Council
HHASC- Health, Housing and Adult and Social Care
HR- Human Resources
ICS- Integrated Care Systems
STP- Sustainability and Transformation partnerships

Annexes

Annex 1 – Directorate structure