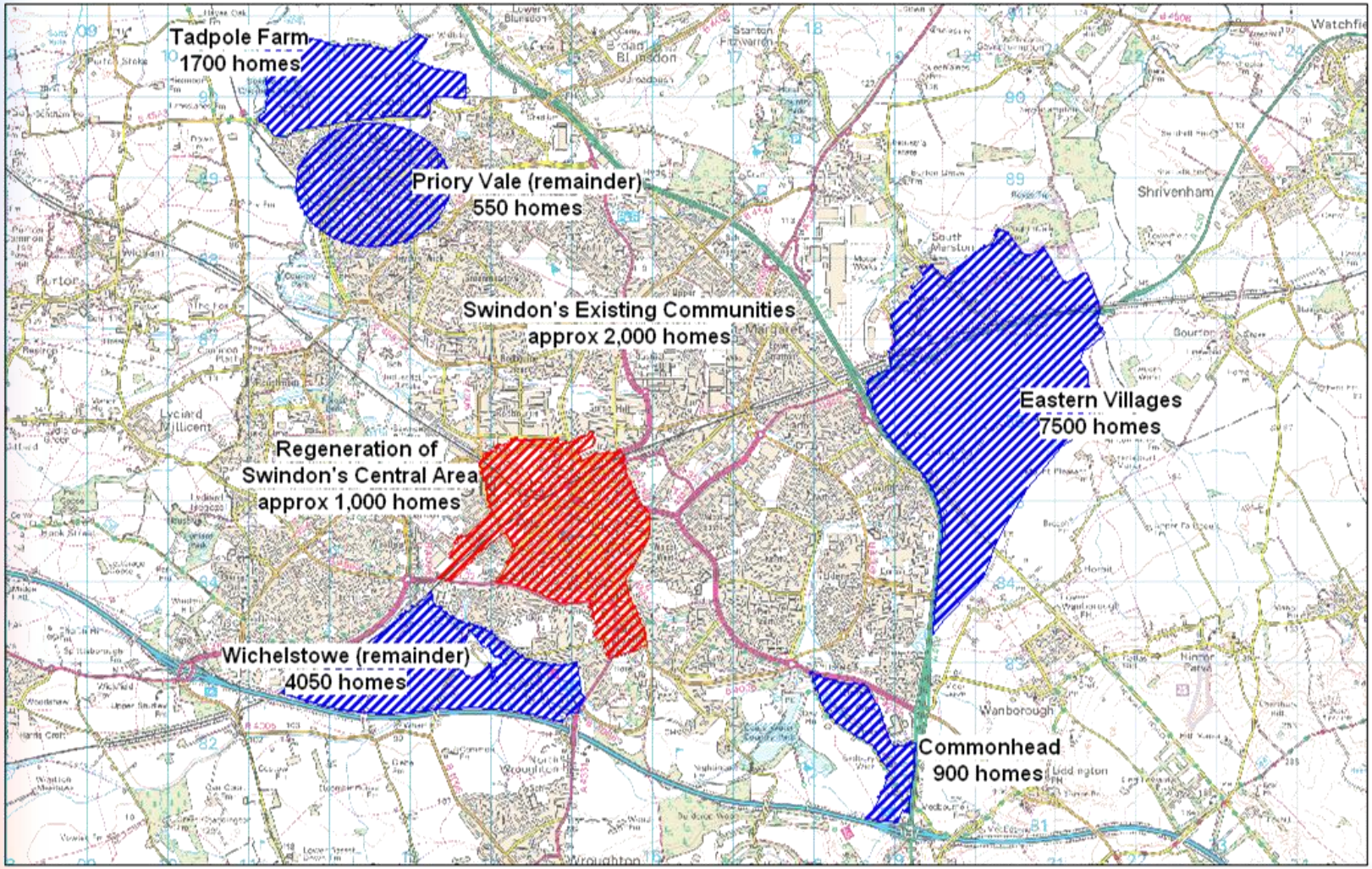
NHS Swindon

People & Place: Our Journey to an Integrated Social Enterprise

Gavin Jones ~ Heather Mitchell

Swindon Borough Council

Growth Areas



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And a new way of thinking…

"The problems we face will not be solved by the same level of consciousness that created them"

Albert Einstein

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Strategic Leadership

Low

Level of agreement

High

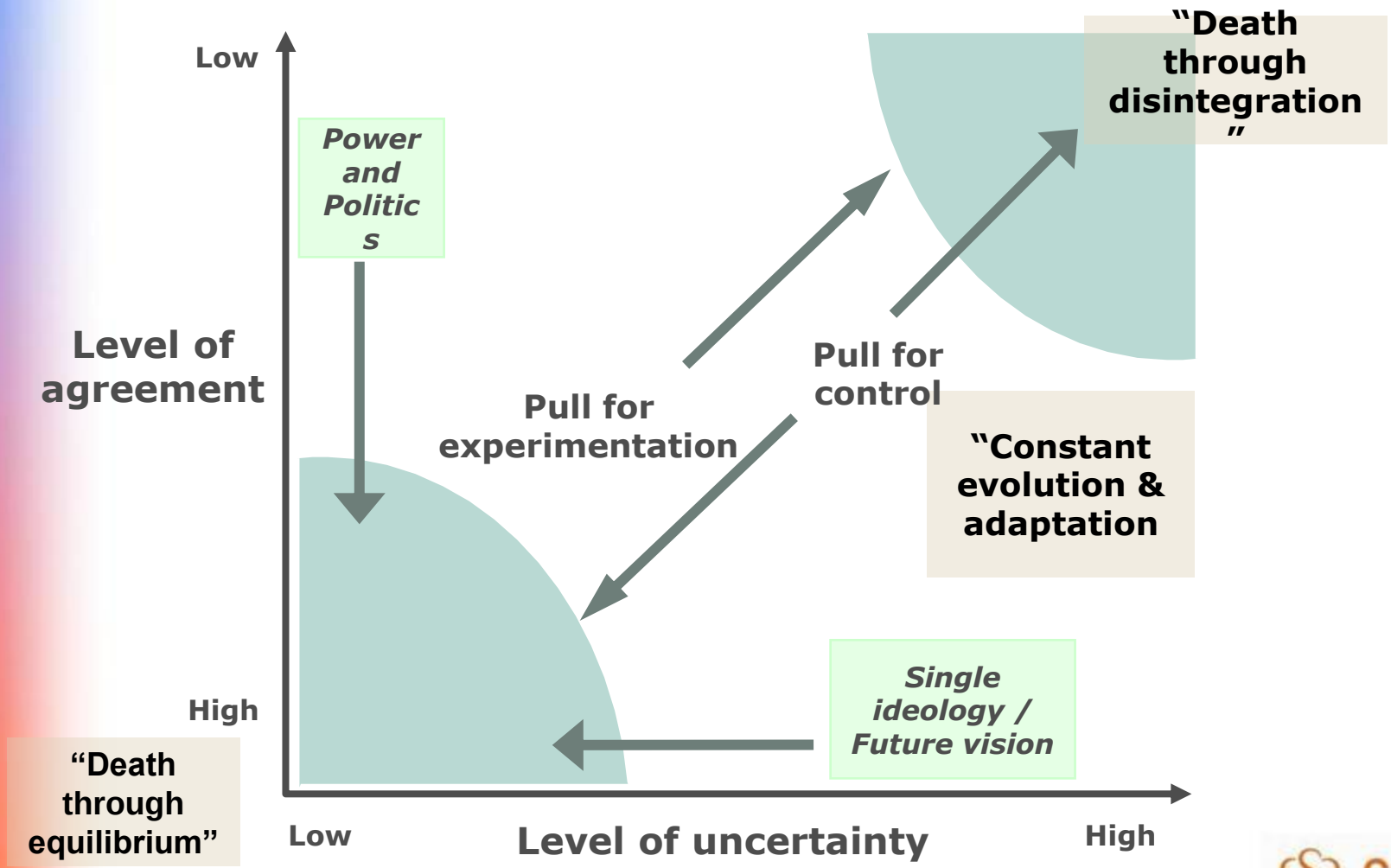
Low

Level of uncertainty

High

Adapted from the work of Ralph Stacey

Strategic Leadership



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Integration - History

Pre 2K
- Beginnings of integrated approach

Early 00's
- Joint Community Teams
- Co-location, beginnings joint working

Mid 00's
- Social Services Recovery – integration key
- Social Services split: C&F/ASC

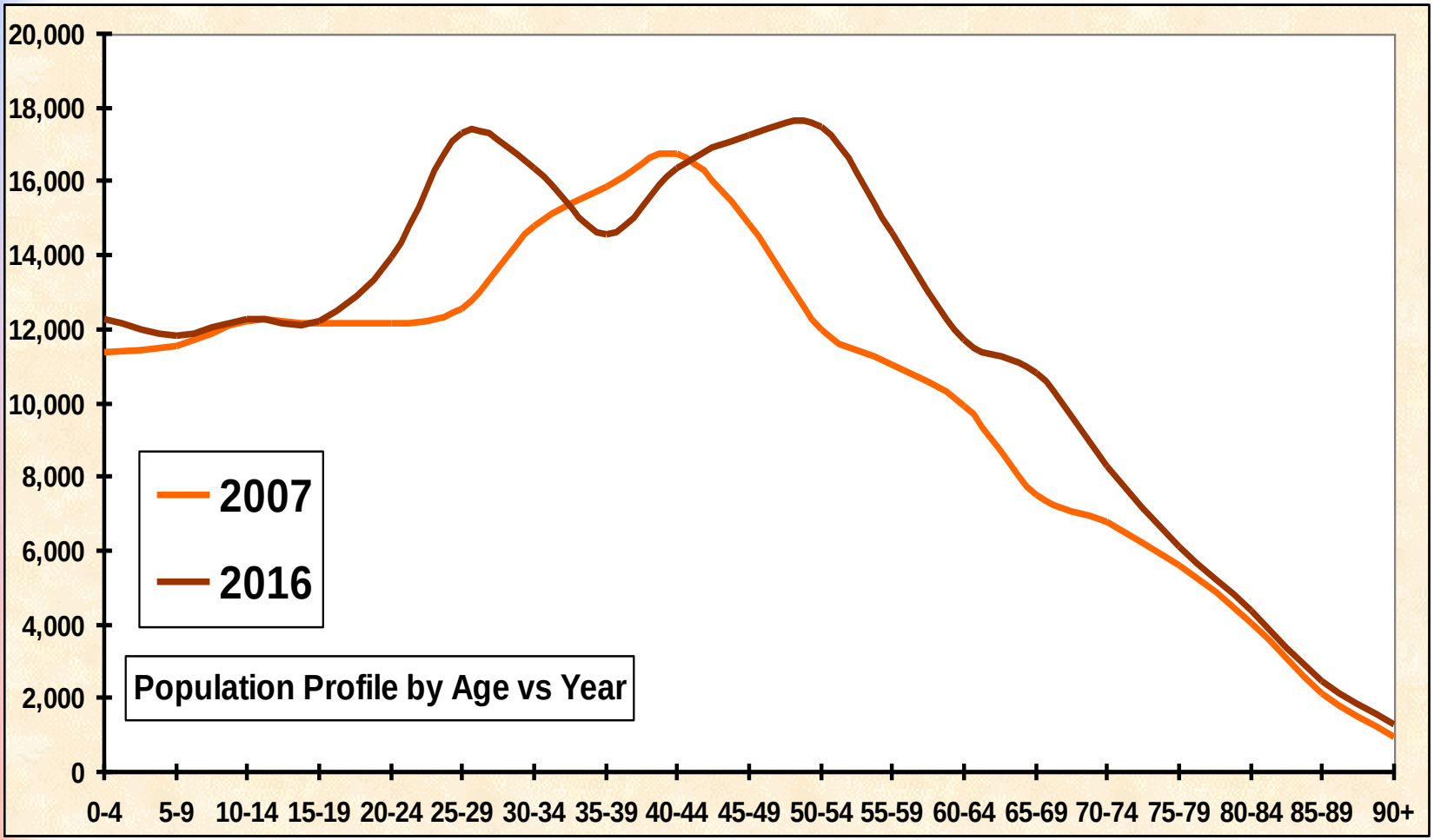
2006-8
- Joint Leadership with PCT begun
- Health/Social Care > Commissioner/Provider

09+
- Outstanding Children's & Adults inspections/reviews
- NHS Transforming Community Services

Why Integrate?

- History of local policy – ‘best for Swindon’
- National policy drivers
- Risk of ‘cost shunting’
- Front-line staff support
- Not ‘my health’ or ‘my care’ but ‘my life’
- ‘Being asked something only once’
- Personalised care & Choice

Change in Population Age Profile



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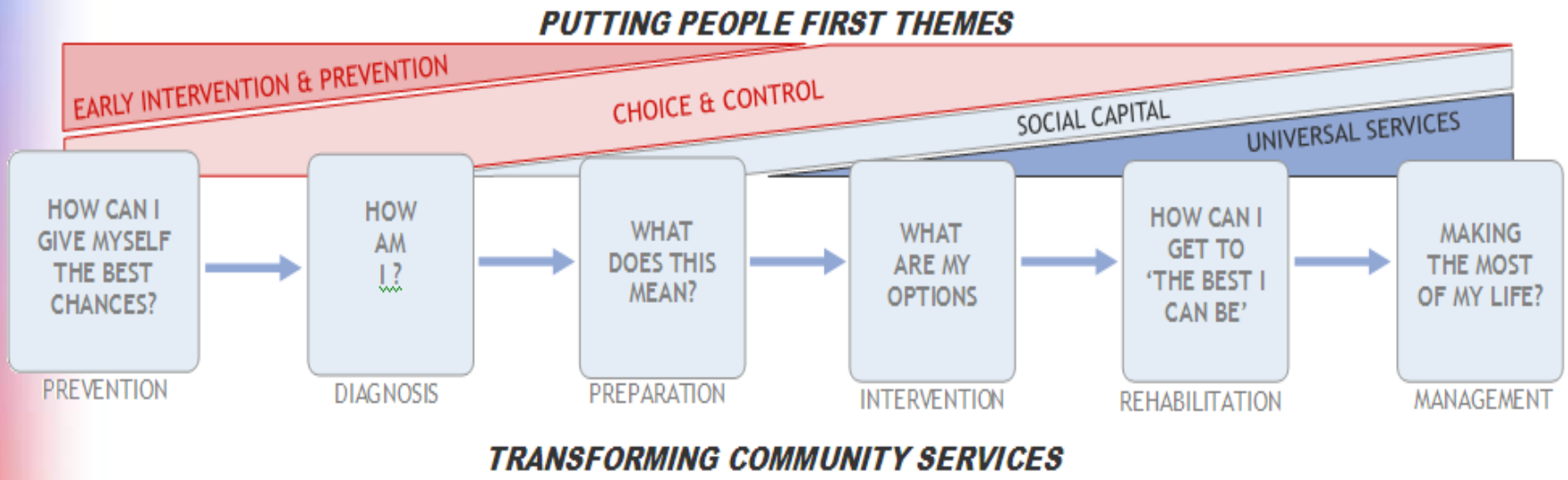
Integration in action



6 Questions – the person's view

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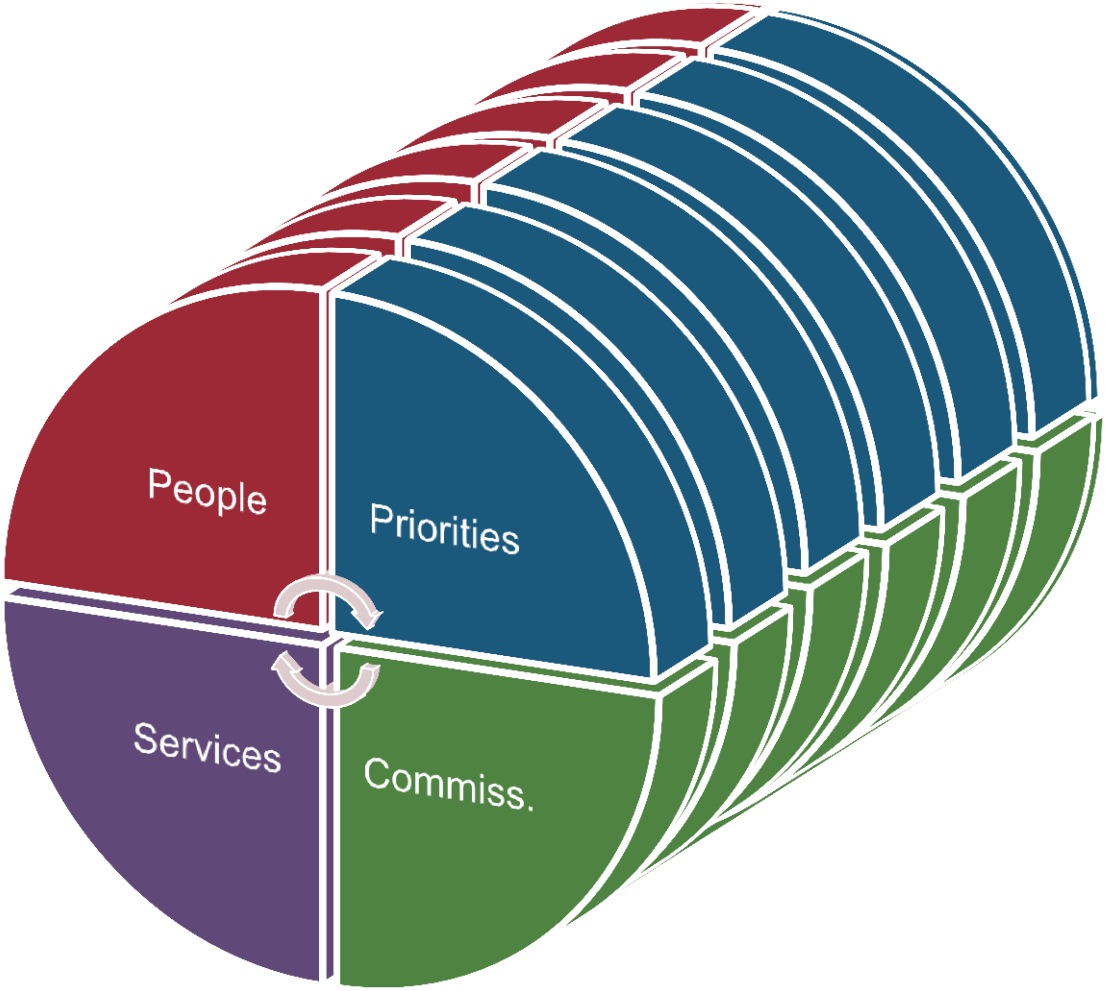
Collaborative working



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Policy Context & Direction

Transforming Community Services

- Right to Request: **Health Provider ⇨ SE**

Localism Bill & Other LA Documents

- General Power of Competence: **Facilitates s75 C&F**
- Community right to challenge: **LA services ⇨ SE**

Making Quality Your Business - Proposals

- Right to Provide: **Health Commissioning+ ⇨ SE**
- LA power to delegate: **ALL Soc. Care duties ⇨ SE**

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Decoupling – possible options

NHS Operating framework timetable:

- **Social Enterprise – *'Right to Request'***
- Integration with Foundation Trust (GWH)
- Operate as "arms-length" within SBC
- Involvement of GP Services

Timeline: April 2010 - Present

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Partnership working with local Trade Unions

Staff Bulletins

Weekly Newsletter

Face to Face Briefings - Open sessions

Briefings on options for staff

TUPE Briefings

Union Focus Groups

Nomination Briefs

Focus groups for nominees

Marketing Focus Group

SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY

'What's Your View?'

200+ expressions of interest

Joint letter

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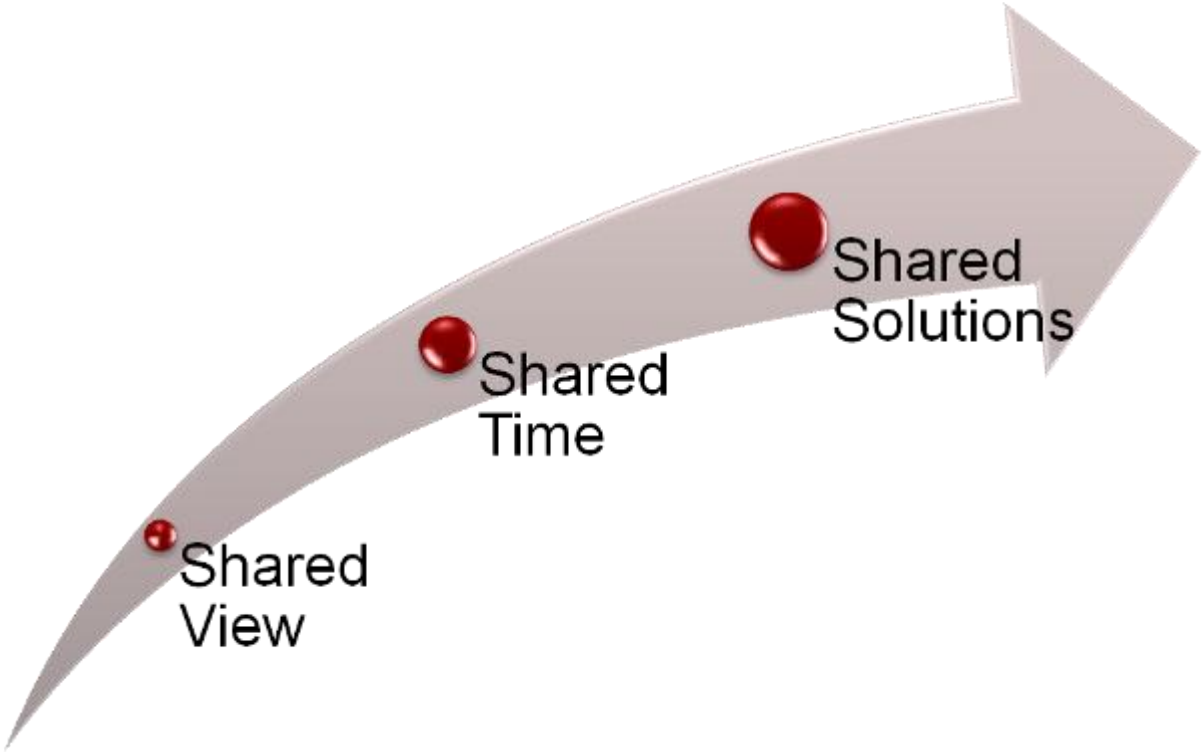
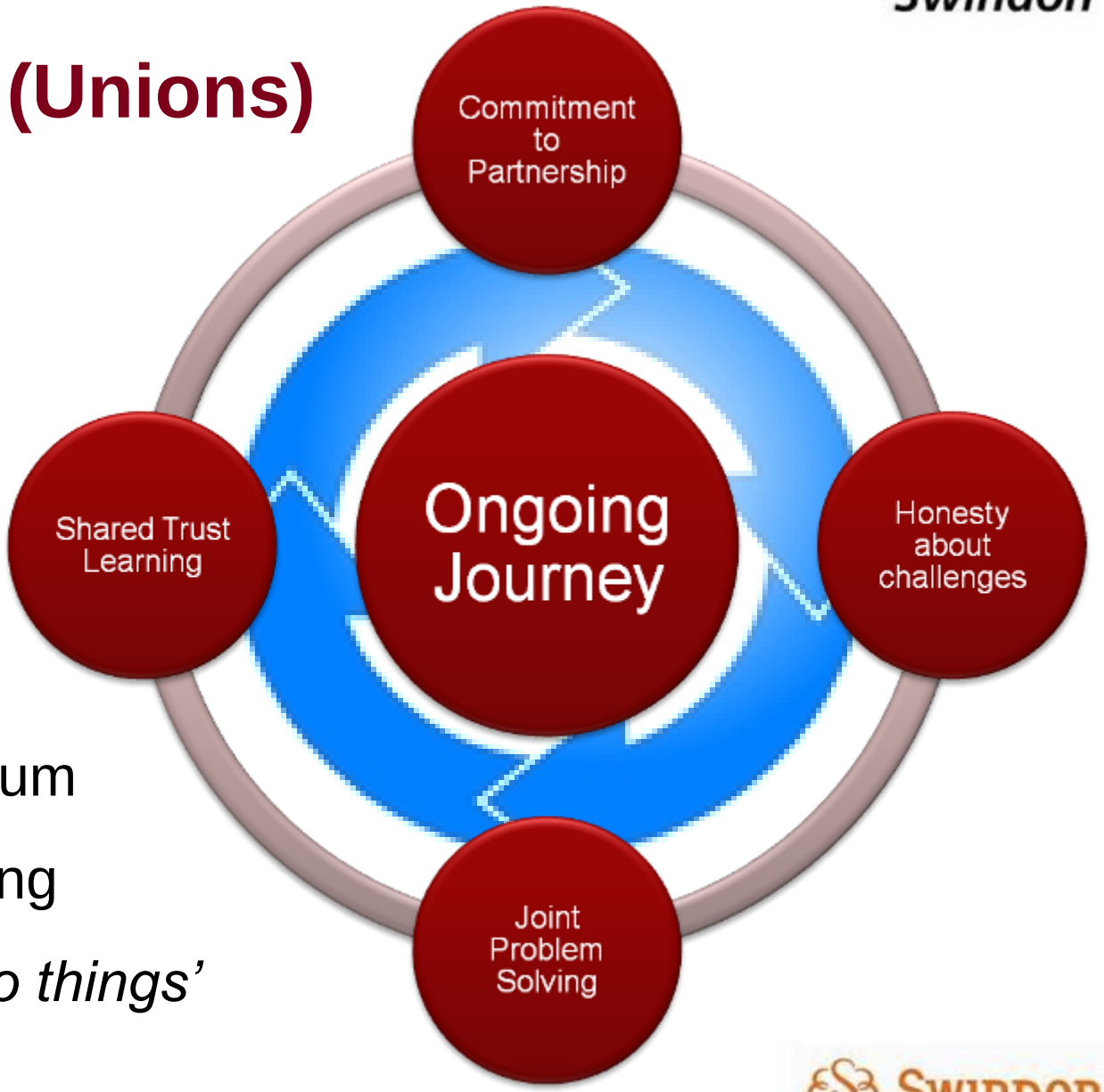
Key Principles



Underpinned by: **Shared Understanding & Trust**

Partnership (Unions)



- Gains momentum
- Self perpetuating
- *'the way we do things'*

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The Staff Journey

- Ongoing engagement sessions
- ‘Interim’ forum key tool to facilitate transition

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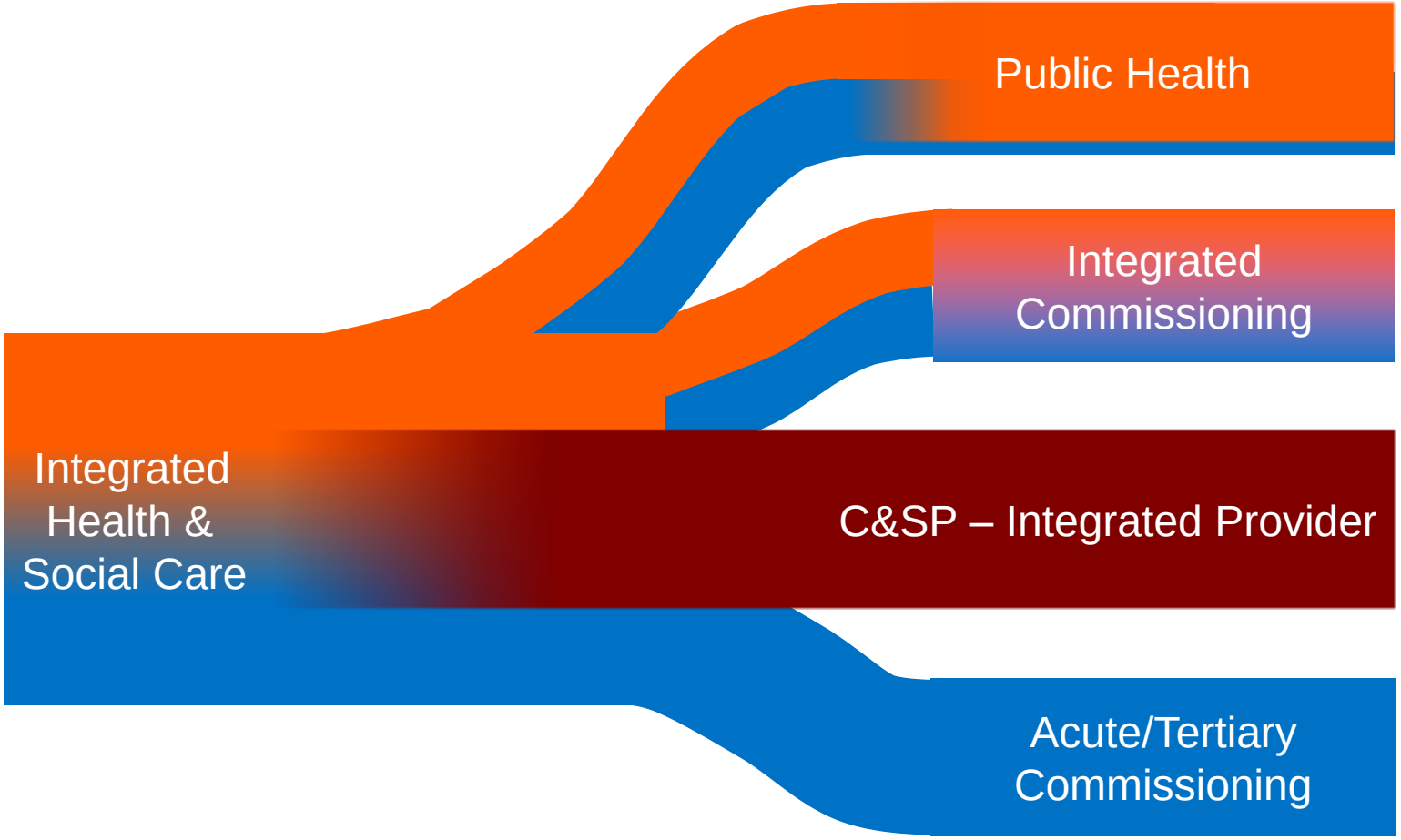
The Local Future



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Thank you!

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