

## Integrated community-based care contract update

### Purpose of report

This report is provided to update the committee on the mobilisation of the contract with HCRG Care Group Ltd for the provision of integrated community-based care services on 1 April 2025.

The report provides information on the ongoing management and oversight of the contract and transformation development and an update on the safe landing of services that have been transferred to the new provider.

### Background

In October 2024, following a robust and legally mandated procurement process, BSW ICB on behalf of themselves, Swindon Borough Council, Wiltshire Council, Bath and North East Somerset Council and Somerset ICB appointed HCRG Care Group as the new provider of integrated community-based care for the area, under a contract that will run for at least a seven-year period.

Further detail on the ICB's ambition for integrated community based care is available here: [Transforming Community Based Care in Bath and North East Somerset, Swindon and Wiltshire](#).

On Tuesday 1 April 2025, HCRG Care Group took responsibility for community services across Bath and North East Somerset, Swindon and Wiltshire.

This is an exciting time for community-based care in BSW. HCRG Care Group will now develop and lead an innovative new partnership with the NHS, local authorities and charities that will transform the care and support that people get to help them with their health and wellbeing at every stage of their lives, with more health and social care provided in or near their homes, in a more joined-up and streamlined way.

As noted previously, 1 April marked a transition of services and colleagues to HCRG Care Group. No service change took place at this time. As explained further in this paper, HCRG Care Group are now beginning a four-phase transformation programme with full engagement within this process.

The plans to shift the dial towards community-based care is in line with the government's aims to move from hospital care to community care, to shift from sickness to preventative care, and to digitise the health service.

This will be set out more fully in the forthcoming NHS 10 Year Plan, which is due imminently.

Recently published neighbourhood health guidelines from NHS England also require a new way of working for the NHS, local government, social care and their partners, so that care and treatment is joined up and delivered close to people's homes.

Many of the requirements set out in the guidelines are reflected in the ambitions for community services, namely establishing multi-disciplinary integrated neighbourhood

teams, improving urgent care response in the community and ensuring that core community services are available across the whole of BSW.

The contract covers core community services currently delivered across Bath and North East Somerset, Swindon and Wiltshire, such as:

- Community nursing teams
- End of life services
- Hospices
- Reablement
- Community hospitals
- Minor injuries units
- Learning disability services
- Heart failure rehab
- Falls rehab services

### Mobilisation assurance

Oversight of contract mobilisation was undertaken by the Integrated Community-based Care (ICBC) Programme Board. The board included representation from the local authorities in Bath and North East Somerset, Swindon and Wiltshire, and was chaired by the Chief Executive Officer of the ICB.

Mobilisation assurance was managed through a detailed programme plan and was assured prior to contract commencement. Ongoing assurance and management of the safe landing of services and staff was transferred to the agreed post mobilisation stage.

The oversight of the contract is now managed by the ICBC Collaborative Oversight Forum, which is a commissioning forum that includes representatives from each commissioner, including Bath and North East Somerset Council.

During the initial period of transfer, daily operational calls were led by HCRG Care Group with providers in the health and social care system to respond to queries and provide a rapid route for any escalation. This arrangement has now been stood down and issues are managed as business as usual.

The ICB and HCRG Care Group also met with NHS system partners weekly in order for any escalation of issues that would affect system flow or service delivery.

This arrangement is being stood down to be managed as business as usual.

### Operational update and 100-day plan

On 1 April 2025, approximately 1,950 colleagues TUPE transferred to HCRG Care Group from several different providers across BSW including:

- Wiltshire Health and Care
- Great Western Hospitals NHS Foundation Trust
- Medvivo
- Bath and North East Somerset, Swindon and Wiltshire ICB

- Swindon Borough Council
- Avon and Wiltshire Mental Health Partnership NHS Trust
- Royal United Hospitals Bath NHS Foundation Trust

In the months leading up to the TUPE, all eligible colleagues (including bank colleagues) were provided with:

- Access to HCRG's Welcome Portal website via their employing organisation. The portal provided key information about HCRG, the TUPE process, and offered the opportunity for colleagues to ask questions, which formed an FAQ, as well as sign up for virtual live events covering a variety of different topics relating to the transfer
- An onboarding app called Pathways to support colleagues with the onboarding process, such as right to work, reasonable adjustments and pre-transfer checklists
- An invitation to attend a welcome event, held in a series of venues across BSW. These conference-style events were planned as an opportunity for all transferring colleagues to get a more in-depth introduction to the organisation and a chance to meet and talk to leaders and support functions

All colleagues were provided with a welcome pack containing a pothole pack, aimed at guiding them through the first 100 days. Where relevant, colleagues were set up with their laptop and/or smartphone on the day, as well as given an ID badge.

During the first month:

- All managers were invited to manager events, aimed at colleagues to learn more about the role of a manager in HCRG, hear from senior leaders and peers about their experiences and explore the resources, training and support available. Each event also had a talk from Stephanie Davies of Laughology. Feedback from these events was really positive, with managers going away understanding more about the organisational culture and feeling assured that there was structured training available to support them and their teams.
- A 100-day safe landing plan was created, along with daily operational and weekly programme team touchpoints to manage any arising issues and risks. Action plans to address any immediate clinical or operational issues have been developed and managed through this governance route.
- Onboarding navigators were deployed to colleague bases to support new colleagues with queries around logging in, accessing key information or support from IT or HR.
- First payroll run for new colleagues went well, with minimal issues.
- A first 100-day communication plan has been created, with a series of milestone touchpoints planned in for new colleagues, including a 50-day virtual update call.

- The 100-day safe landing project team will continue to monitor and manage issues through to the end of the first 100 days.

### Governance of contract and transformation

Oversight of both the contract performance, including quality, finance, outcomes and transformation, is undertaken by the ICBC Contract Oversight Group, which in turn reports into the ICBC Collaborative Oversight Forum. As a co-commissioner, Bath and North East Somerset Council is a member of both meetings.

The BSW Community Delivery Group (CDG) is a system-wide group involving partners from the local authorities, third sector, acute and mental health trusts and primary care. The group oversees the programme where the majority of ICBC transformation will be delivered. The CDG will seek to ensure, and to get assurance, that all ICBC elements of the overall community delivery programme are delivered, as well as supporting achievement of the BSW Integrated Care Partnership Implementation Plan.

Some specific elements of ICBC transformation and activity will be led by other delivery groups, such as children and young people.

### Transformation and engagement update

HCRG's methodology for transformation is based on a person-centred design approach. This approach follows a four-phase process of discover, define, design and deliver, which are colloquially referred to as the four Ds.

In approaching the transformation in this way, it ensures that the service user is kept at the centre of all decisions along the journey, and that co-design and co-delivery is built into the process.

There are nine projects within the initial transformation programme, covering the following areas:

- All age single point of access
- Digital front door
- Integrated Neighbourhood Teams
- Partnership development and community engagement strategy
- Community estates strategy
- Clinical pathway and service transformation and harmonisation
- Service identity and brand development
- Workforce transformation
- Outcomes framework development and benefits realisation

All of these projects are currently completing or have completed the Discover phase—with colleagues understanding the as-is state of the current services or functions, as well as conducting research regarding the art of the possible.

The next phase (Define) will involve engagement with service users, colleagues and system partners to understand our problem statement for each project, such as what we are trying to achieve or solve, as well as map the current user journey and experience.

A series of workshops, surveys and engagement opportunities will take place during June, July and August to capture both challenges and good practice.

This will then be used to inform the Design and Deliver phases, which will consist of iterative co-design and feedback loops.

An engagement website – [www.startliveagewell.co.uk](http://www.startliveagewell.co.uk) – has been established, through which engagement opportunities and news regarding the transformation of services will be shared.

Our Head of Partnerships and Engagement joined on 2 June and will lead on driving engagement with partner providers, as well as third sector organisations in BSW.

### Implications, equality impact assessment and risk management

Financial and procurement implications were considered as part of the procurement process, and any contract modifications are managed under the terms and conditions of the contract and agreed through both the Collaborative Oversight Forum and ICB governance, under delegated financial limits.

Legal and human rights implications were considered as part of the procurement process.

All other implications, including staff, sustainability, health, rural, crime and disorder were considered as part of the procurement process.

A full equality impact assessment for the contract was developed at the start of the procurement, and has been updated at each stage of the procurement.

This EQIA is publicly available.

The impact assessment acknowledged that there may be short-term disruption during the change to the new provider, but that the long-term positive benefits outweighed the short-term disruption.

Risk management implications were also considered as part of the procurement process.

The ongoing oversight of risk and risk management is the responsibility of the ICBC Collaborative Oversight Forum.