

DECISION-MAKER:	Joint Commissioning Board		
SUBJECT:	Integrated Commissioning Plan 2019/20 to 2021/22		
DATE OF DECISION:	20 June 2019		
REPORT OF:	Stephanie Ramsey, Director of Quality and Integration		
<u>CONTACT DETAILS</u>			
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STATEMENT OF CONFIDENTIALITY	
Not applicable	
BRIEF SUMMARY	
<p>The Integrated Commissioning Plan outlines the commissioning strategy and outcomes to be achieved by the Integrated Commissioning Unit for Southampton City Council and Southampton City Clinical Commissioning Unit between 2019/20 and 2021/22.</p> <p>The workstreams identified are to achieve improved prevention and earlier intervention, increased integration, ensure that people are provided with safe, high quality care in all providers and to manage and develop the health and care market. The plan outlines workstreams, milestones, key measures of success and outcomes. The work includes significant transformational change, both within and across organisations, to meet the outcomes of the Southampton City Health and Care Strategy and achieve system wide change. Many of the workstreams include achievement of savings or are enablers to reduce demand and support savings indirectly.</p>	
RECOMMENDATIONS:	
	(i) The Board is asked to approve the Integrated Commissioning plan
	(ii) The Board is asked to note the key measures of success and agree that these will be used to report effectiveness of the plan
REASONS FOR REPORT RECOMMENDATIONS	
1.	The plan has been developed based on the Joint Strategic Needs Assessment, national guidance, needs assessments, market analysis and feedback from consultation and engagement with residents and patients, politicians and clinicians and stakeholders.
2.	A large number of the schemes are key elements of the Southampton Better Care plan transformational change. They support priorities in the Council Strategy, especially children and young people in Southampton get a good start in life and people in Southampton live safe, healthy, independent lives. They also form the core of the CCG operating plan and the emerging Southampton City Health and Care Strategy 2019-2023. The workstreams and outcomes contribute to the Health and Wellbeing Strategy outcomes:

	<ul style="list-style-type: none"> • People in Southampton live active, safe and independent lives and manage their own health and wellbeing • Inequalities in health outcomes are reduced • Southampton is a healthy place to live and work with strong, active communities • People in Southampton have improved health experiences as a result of high quality, integrated services
3.	The Terms of Reference agreed by Full Council and CCG Governing body requires the Joint Commissioning Board to approve and monitor the development and implementation of the Integrated Commissioning Plan to ensure it meets agreed priorities, objectives, savings and performance targets and aligns commissioning arrangements with partners' financial and business planning cycles.
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
4.	Prioritisation was undertaken to identify most appropriate workstreams
DETAIL (Including consultation carried out)	
5.	The plan, attached in Appendix 1, outlines shared commissioning workstreams based on where a partnership approach will improve outcomes and promote greater efficiencies.
6.	<p>There are four main priority areas:</p> <ul style="list-style-type: none"> • Integration - Working together across health and social care to deliver integrated, person centred, joined up care and support for people in Southampton • Prevention & Earlier Intervention - Strengthen prevention and early intervention to support people to maintain their independence and wellbeing • Safe & High Quality Services - Ensure that people are provided with a safe, high quality, positive experience of care in all providers • Managing & Developing the Market - Support commissioning activities that facilitate a strong provider market that is able to respond to an increasingly diverse customer group
7.	Each priority outlines objectives and what success will look like .There are a number of workstreams supporting each priority. These are summarised on page 16 of the Appendix 1 along with key measures of success. The work outlined incorporates all aspects of the commissioning cycle from needs and market analysis, through service redesign, procurement and change implementation through to contract management and review. This is demonstrated within the milestones.
8.	For each priority a number of indicative measures of success have been identified. These will form the basis of the performance report presented to JCB, along with exception reporting on the achievement of key milestones. A significant number of these are national requirements for the Council, CCG or both.
9.	A number of the workstreams are focussed on transformational change across a wide range of health and care within the city, such as the development of the out of hospital model or mental health system changes.

	<p>There is also collaborative work with other local authorities and CCG's, such as sexual health. In some aspects Southampton is leading region wide work, such as developing a framework for children's residential care.</p>
10.	<p>A majority of the workstreams contribute to the achievement of savings to impact on spend across children's, adults and public health budgets within the Council and on CCG QIPP priorities. In some places this is direct savings, such as Transforming Care for people with learning disabilities, Housing Related Support, children's residential care or high cost placement negotiations. In others it is an enabling activity that will reduce demand elsewhere such as addressing the needs of high intensity users, care technology and community navigation.</p>
11.	<p>A review of progress over the past two years is provided. Actions and outcomes have included:</p> <ul style="list-style-type: none"> • ever closer alignment between health and social care, including the introduction of a Case management approach to reducing the need for emergency care and a Enhanced Health in Care Homes (EHCH) model pilot which demonstrated an impact on reducing A&E attendances from the homes by 48%, ambulance call outs by 57% and emergency admissions by 38% over a 16 month period. • Development of the Southampton Living Well Service as part of a new model for providing day support to older people to transform the traditional model of older person's day care into a more community based offer with a wider choice of activities. • Development of services for children with special educational needs and disabilities (SEND) – including short break services, a young person's learning and development hub to enable young people with profound and multiple learning disabilities to continue their education in Southampton up to the age of 25 and development of a new transition pathway and best practice guide. • Addressing the needs of people who frequently access urgent care services (high intensity users and improvements to mental health crisis care and improving access to psychological therapies for people with long term conditions. • Development of primary care step-down model providing an enhanced level of • Improved access to CAMHS, including targeting long waits and the ICU, through its work on the CAMHS Local Transformation Plan, has collaborated with the Wessex Children's Mental Health Clinical Strategic Network to secure additional funding from Health Education England (HEE) to roll out restorative practice within the city as part of the city's overall vision to become a Child Friendly City. • A new autism support service commenced and there has been an increase in the take up of annual health checks for people with a learning disability. We have also established a Life Skills service to support people with a learning disability to develop skills which support their independence. Additional supported living units have also been commissioned with a new 4 bed unit due to open in April/May 2019

	<ul style="list-style-type: none"> • The ICU has worked with community partners to design a service outline for Community Navigation and Community Development which has now been procured and will start in 2019. • The city now has 8 out of 9 nursing homes rated 'good' by the CQC and of the 51 care homes only 2 are rated 'requires improvement', 1 is rated 'outstanding' and all of the rest are rated 'good'. No care homes are subject to safeguarding sanctions and communication between the care homes and the quality team continues to be good. CQC ratings in our health providers continue to improve with one provider recently rated as 'outstanding'. • Commissioners have worked with providers to develop a new model for Home Care delivery in Southampton. • Through the Integrated commissioning Unit, Southampton City Council successfully led a consortium of 18 local authorities to commission a new framework agreement for children's residential care. This contract has delivered a number of benefits including access to high quality services (80% of providers on the framework have a 'good' or 'outstanding' Ofsted rating), cost certainty for the next 3 years, cost effective contract management (the consortium have commissioned Bournemouth Council to manage the contract on its behalf), and a platform from which local supply can be grown in line with assessed need). • 'High cost' placements. This project was successfully concluded this year, with the team having over the last 4 years undertaken negotiations with 200+ providers of adult residential care placements costing more than £800/ week and achieving savings of £2.6m. • Placement Service. Part of the Integrated Commissioning Unit, this team sources third party-provided care and support on behalf of Southampton's adult social care and continuing health care teams. The team has now expanded the scope of its service offer to include care home placements for patients awaiting discharge from hospital, and is using this role to ensure timely, safe and effective discharge, and to provide assurance of best value with respect to long term care costs.
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RESOURCE IMPLICATIONS

Capital/Revenue

12.	The total value of the pooled fund for Better Care is just over £115.7M. This is split £79.3M from the CCG and £36.4M For the Council this includes elements of the ICU budget as well as adult, children's and public health budgets. The ICU council net budget for 2019/20 is £16.6M which comprises contracts and staffing costs. In the CCG the elements specifically related to the ICU work, not including prescribing costs is over £114M. Significant elements of this are included within the Better Care pooled budget
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Property/Other

13.	Not applicable
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LEGAL IMPLICATIONS

Statutory power to undertake proposals in the report:	
14.	We work with legal and procurement colleagues to ensure all actions are taken within standing orders
15.	Care Act 2014 – responsibilities for commissioning sufficient services and market management
Other Legal Implications:	
16.	None
CONFLICT OF INTEREST IMPLICATIONS	
17.	N/A
RISK MANAGEMENT IMPLICATIONS	
18.	<p>A separate risk register is maintained for the ICU and is incorporated into the Joint Commissioning Board Performance Report. Key risk areas in relation to the achievement of the Plan include:</p> <ul style="list-style-type: none"> • Delayed transfers of care - increasing complexity of clients will increase delayed transfers resulting in failure of plans, non-achievement of Better Care targets and impact on savings. It could compromise quality of care and outcomes for clients. Mitigation includes a whole System Discharge action plan • Workforce - there are significant concerns across the City in relation to the recruitment and retention of staff. This is a focus of Better care work. • Wheelchair service waiting lists leading to individuals at risk of harm in delay in service and reputation. This is across the whole contract with many CCG's and there is a detailed action plan in place to improve outcomes • Capacity of the care market to meet increasing needs and support additional schemes to improve discharge - to mitigate this the ICU is working proactively with the care market and utilising alternative mechanisms such as retainers and block contracts to provide increased stability
POLICY FRAMEWORK IMPLICATIONS	
19.	The scope of integrated commissioning fully supports the achievement of priorities in the Council Strategy, and in particular, children and young people in Southampton get a good start in life, people in Southampton to live safe, healthy, independent lives. These are also the basis of the Southampton Better Care plan. They also form the core of the CCG operating plan and Southampton City Health and Care Strategy 2019-2023

KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	All
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	

1.	Integrated Commissioning Plan 2019/20 to 2021/22
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Documents In Members' Rooms

1.	None
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Equality Impact Assessment

Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.	No – will be done for each scheme as appropriate
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Privacy Impact Assessment

Do the implications/subject of the report require a Privacy Impact Assessment (PIA) to be carried out.	No
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Other Background Documents

Other Background documents available for inspection at:

Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
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1.	None	
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