

## 2021/22 Integrated Commissioning Unit (ICU): Monthly Summary Performance Report

Month: Q1 21/22

### 1. ICU Summary

#### a. Achieving Transformation Change

Significant work is underway in a range of areas. This includes a number of recent, active or planned procurements including Improving Access to Psychological Therapies which has now been concluded and is at the stage of confirming the provider, Housing Related Support and Domestic Violence services which will be going out later this year and the Mental Health Network and Service User Network which has been recently awarded to a collaboration led by Comunicare. The ICU also continues to work with partners across Hampshire and Isle of Wight to collaborate on joint procurements where this delivers best value for our local population - e.g. working with the OPCC to procure Sexual Abuse Services and with the rest of Hampshire, Portsmouth and Isle of Wight for Bereavement Support Services. Other key headline areas of work for this Quarter have been:

- Supporting the Scrutiny Inquiry and development of a new Carers Strategy - the ICU has facilitated much of this work, co-producing the strategy with carers and a range of partners - due to go to Cabinet this Autumn
- Applying for and mobilising grants which have brought considerable additional investment into the city - particular areas this quarter have included Rough Sleepers Initiative, support for Rough Sleepers with Mental health problems and Rough Sleepers with Substance Misuse problems and Substance Misuse support for people in the Criminal Justice System
- Progressing the Learning Disability housing project to support more people with learning disabilities access more appropriate housing solutions which promote their independence
- Continued development of the Mental Health Teams in Schools initiative, with the second two teams now taking their first referrals
- Supporting the Children's Destination 22 programme, including co-developing the Early Help locality offer, reviewing early intervention support for children with SEND and reviewing CAMHS provision to support a more locality based preventative model
- Securing recurring funding for the Discharge Single Point of Access and now beginning to consider development of the Single point of access model moving forward, encompassing both step down and step up pathways of support
- Continued development of the hospital discharge model, working in partnership with colleagues from the wider Southampton and SW Hampshire area, as well as exploring options for a more "home first" Discharge to Assess model - proposals being prepared for JCB in September
- ongoing development of integrated care teams, continuing to develop and evaluate the initial two pilots with the Living Well Partnership and West Southampton Primary Care networks and planning a workshop to engage the other East PCNs

#### **b. Procurement and market management**

All planned procurements are progressing in accord with procurement project plans. The market management and development segment of the ICU work plan is progressing well overall, however, substantial risks remain regarding the sustainability of the local care market. The new home care framework has increased capacity and additional hours are purchased from a 'retainer service' which provides rapid access and responds to peak need. The local market has responded favourably to growth in demand, with sustained and substantial growth in the number of hours per week of home care that is being purchased over the last 18 months. The potential for short-term exits is a constant risk but the process for dealing with this is now well established and we also continue to see strong interest from new providers in entering the care market in Southampton. The new framework allows an annual re-opening to encourage new entrants to the market and ensure any potential loss in capacity is mitigated. The establishment of 'lead provider' roles across the 5 areas in the city and provides a platform for further developmental work and sustainability in the city. These lead organisations are in a position of relative strength with both capacity and recruitment to take on additional packages of care, though recruitment remains insufficient to meet demand and waiting list numbers are increasing as a result. Winter planning is underway, and the retainer service is being transferred to an alternative provider to secure better performance and value, and manage the conflict of interest risk associated with the current provider being successful in their bid to be the lead provider for 2 city clusters. 'Right to work' issues are being investigated and managed through safeguarding and provider failure processes. Part time workforce commissioning lead appointed to support with independent sector recruitment and retention efforts. Capacity Tracker and provider survey being used to identify providers at risk from staff vaccination mandate to enable targeted support to be provided. Cost of care exercise underway to support 2021-22 budget planning.

#### **c. Quality**

Currently across Southampton social care providers in the care home and home care market are considered overall to be providing good care. The Care Quality Commission continues to undertake focused inspections based on an assessment of risk and local intelligence with the option of carrying out a comprehensive inspection as necessary.

Over the past months, several home care providers have de-registered from the market whilst others have been established and are awaiting Care Quality Commission inspection. The Integrated Commissioning Unit has ratified a process to safely manage quality assurance of off framework providers so that they can be safely commissioned under spot purchase contract arrangements.

The Integrated Commissioning Unit has been proactively supporting the care home and home care sector throughout the pandemic. The bi-weekly video conferencing sessions run by the Quality and Safeguarding and Infection Prevention and Control team continue and have been adapted to include training sessions on a range of relevant topics and engaging speakers from outside of the area.

The Digital Care Team are currently working to roll out RESTORE2 digital to residential and nursing homes, an initiative shown to help carers to identify when a resident may be becoming unwell and to access timely intervention with a view to preventing unnecessary escalation/transfer and improving quality of life. The scheme has also been shown to significantly improve carer confidence and role satisfaction levels, key elements of retaining a highly training, stable and motivated workforce.

The ICU has been working with care homes and partners like the Hampshire Care Association and UHSFT to promote vaccination ahead of the introduction of mandatory vaccination and to answer questions and provide reliable information. Southampton's vaccination rate for first doses in care home staff has improved at end August although Southampton remains below the national comparators in this measure. For second doses, improvements have been made against comparator Local Authorities (rank 8 out of 16 (4 better than reported 2 weeks ago), 0.1% higher (better than) the Comparator Average of 79.2%). However, Southampton remains 3.1% lower (79.3%) than the England average of 82.4% for all Local Authorities (first dose) although the ranking has improved to 109 out of 151 (31 better than reported 2 weeks prior). All ICU/CCG teams facing care homes with staff who require double vaccination in order to gain entry are reviewing their business continuity and resilience arrangements.

2. Project/Programme Portfolio

Project/Programme	Lead	RAG: Prev Mth	RAG: Current	Summary Narrative	Date Updated	PID Approved
<b>A. Project Milestone Monitoring: Integration</b>						
1. Rehab and Reablement and timely hospital discharge	Jamie Schofield		G	<p><b>Community Single Point of Access</b>                      Agreement reached at Joint Commissioning Board in April to fund the additional costs of the Discharge Single Point of Access (SPOA) model for Southampton on a recurring basis. The next step is to consider the long term vision for a Community Single point of access which brings together the hospital discharge functions and urgent community response and reablement care. This will require substantial development of intermediate care, streamlining the hospital discharge pathways out of UHS, ensuring that the SPOA is responsive and ensuring that we have the mechanisms and capacity to respond at speed in supporting people to go back to their own homes on discharge for further assessment or support people to remain in their own homes.                      We currently have an initial draft model structure which needs sharing and ratifying over the next month. it will also need to take account of wider conversations across the Southampton &amp; South West Hampshire (SSWH) system on the discharge model.</p> <hr/> <p><b>7 Day Working – Hospital Discharge</b>                      7 Day working continues to be a challenge and is dependent on whole system change. Next steps to be informed by conversations across the SSWH system on the future discharge model - workshop planned for 2 July. Aiming to have proposals in draft by 20 July which will inform future work on development of 7 day working</p> <hr/> <p><b>Discharge to Assess</b>                      Work is underway to develop a more "home first" model of Discharge to Access (D2A) going forward, taking stock of what had been implemented rapidly in response to the Covid pandemic, how we can support the majority of people going forward to return home (in line with the Government expectations for Pathway One) and the need to improve independence and long term onward care outcomes. Discussions have taken place with the LGA and other Local Authorities who have implemented a more home first model to inform local thinking. Wider conversations across the SSWH system on the discharge model will also help to inform the model. On track to present proposals to Joint Commissioning Board in September.</p> <hr/> <p><b>Specialist Rehabilitation Review</b>                      We are looking to develop a business case that gives Southampton the opportunity to utilise the Hampshire Acquired Brain Injury (ABI) Teams skills and buy into their established specialist provider framework.</p>	Jun-21	

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				<b>Hospital Discharge – homeless and housing</b> Paper under development looking at a homeless pathway and potential for interim/bridging beds.		
2. Shape & support new models of care (One Team Development)	Moraig Forrest-Charde		G	<b>Support the development of integrated care teams</b> Work with community providers and Primary Care Networks (PCNs) to identify next steps in one team development continues to build on the two pilot areas - Living Well Partnership (East) and West. Workshop for the East planned to promote this further and identify the next steps. <b>Personalised Care Models</b> Early focus on - S117 aftercare Personal Health Budgets (PHBs) through the development of service user and project group with early design work underway.  Stock take of implementation of the personalised care model is underway and expected to take 3 months to complete. Refreshing the work undertaken ahead of the pandemic and informing performance reporting at place and HIOW level.	Jun-21	
3. Enhanced health support in care homes (EHCH)	Jamie Schofield		G	<b>Roll out of EHCH model in partnership with PCNs</b> Still meeting with the PCN's regularly with a view to establishing a uniform model across the City. The Contract with Southampton Primary Care Limited (SPCL) has been extended to April 2022.	Jun-21	
4. Adult mental health	Amanda Luker		G	<b>Perinatal Mental Health</b> Quarterly meetings continue to discuss access and transformation plan and investment. <b>Adult Common Mental Illnesses (IAPT)</b> Service continues on trajectory to meet access targets alongside providing developing Covid-19 specific treatment. Service is actively managing high levels of referrals and acuity and is engaged with No Wrong Door approach to community mental health transformation in the city. Step 3.5 groups operational. <b>Adult Common Mental Illnesses (IAPT) Procurement</b> Tender issued in March 2021, but paused to take account of emerging HSIOW CCG. Tender recommenced June 2021, with evaluation due to take place in August/September 2021.	Jun-21	

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				<p><b>Adult Severe mental illness (SMI) community care</b></p> <p>Progression through dedicated Southampton City Mental Health Partnership Board, with collaboration between CCG, PCNs, Providers (SHFT, DHUFT - IAPT) and Voluntary, Community and Social Enterprise (VSCE), some recruitment of new Enhanced Primary care Mental Health roles completed.</p> <p>'Cope Comprehend and Connect' model discussions with PCNs, a model that provides formulation-driven goal-based activities through assessment, emotion focussed formulation and group/individual based intervention.</p> <p><b>Comprehensive physical health checks</b></p> <p>Progress underway is in line with milestones</p> <p><b>Individual Placement Support</b></p> <p>Individual Placement Support Team continue to work towards Centre of Excellence status, with assessment due in Qtr. 4 2021/22.</p> <p><b>Rehabilitation and Reablement</b></p> <p>This work has not yet started, timescales yet to be agreed</p> <p><b>Personality disorder</b></p> <p>Secondary care personality disorder pathway transformation work underway</p> <p><b>Bereavement Support Services</b></p> <p>Tender in development for Bereavement by suicide support service across Hampshire and the Isle of Wight.</p> <p><b>Housing for people with severe mental illnesses (SMI)</b></p> <p>Market Management Team continue to work on Needs Assessment with final document expected Autumn 2021.</p> <p><b>Mental Health Network and Service User Network</b></p> <p>Service has commenced and is working towards key outcomes to support Southampton becoming a Mental Health Friendly City.</p> <p><b>Rough sleeping mental health support</b></p> <p>Implementation of the agreed model/workforce delayed, but good progress is now being made with recruitment of new roles due to commence</p> <p><b>ADHD CYP</b></p> <p>Progress underway is line with milestones</p> <p><b>Dementia diagnosis – pre/post diagnosis support</b></p> <p>Progress underway is line with milestones</p>		

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				<p><b>Impact of Covid 19</b> Being led by Hampshire Southampton and Isle of Wight CCG. All age Mental Health Needs Assessment commissioned to report on prevalence and inequalities of Mental Health conditions and Mental Health wellbeing with a particular emphasis on specific at-risk groups whose mental health and wellbeing has been affected disproportionately by COVID-19.</p>		
5.Child and Adolescent Mental Health Services (CAMHS) transformation	Phil Lovegrove		G	<p><b>Mental Health Support Teams (MHST)</b> The MHSTs are now fully recruited to,  Study has been fully virtual since COVID. Wave 2 teams are in the process of submitting their cases for graduation.  Wave 4 teams have now commenced accepting referrals - based on their study programme.  Timescales are still on track aligned to NHS England and Southampton University timetable</p> <p><b>Mental Health Services Data Set (MHSDS)</b> Delayed due to COVID</p> <p><b>Early Intervention</b> A draft proposal has been written - this is aligned to the City Council's Destination 22 programme - and comprises 3 clinical leads from CAMHS to be attached to the locality teams (one for each locality). This outreach model was agreed in principle as the preferred option at the Destination 22 Board on 25 June. Next steps are to better understand the interface between the Early Help locality teams and school based team, particularly Mental Health Support Teams in Schools. Also to develop a costed business case for the outreach model, including additional resource within the Building Resilience and Strength (BRS) service to better manage crisis and therapeutic workloads.</p>	Jun-21	

2. Project/Programme Portfolio

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				<p><b>Care for the most vulnerable and reducing health inequalities</b></p> <p>Work not due to commence until October 2021 - however discussions have re-started within the Integrated Care System (ICS) regarding the need for a short term assessment unit/safe space for young people with a combination of complex social and mental health presenting in crisis. Link between these discussions and the development of short term residential children's home provision in Southampton is currently being explored - potential for co-location - and will conclude over the coming weeks.</p> <p>In addition review of the BRS has also identified a need to bolster the crisis offer - this will be included within the above business case</p> <p><b>Eating Disorders</b></p> <p>Shared Care Protocol is still going through Solent's Clinical Governance. An eating disorders tutorial is being delivered to GP's on the 29th June and will be recorded for the webinar.</p> <p>NHS England are supporting this work stream by helping to map need across the ICS footprint. A working group including commissioners, providers and other stakeholders across the ICS is meeting regularly to progress the Avoidant Restrictive food intake disorder (ARFID) work stream.</p> <p><b>Improving crisis care</b></p> <p>Closer to Home team launch has been delayed until late Summer/early Autumn</p> <p>Acute Psychiatric Liaison team has now been recruited to and due to commence in July/August</p> <p><b>Improving the transition to adulthood</b></p> <p>Work continues with HIOW around the 0-25 offer</p> <p><b>Improving the neurodevelopment mental offer</b></p> <p>Task and Finish Groups in place</p> <p>Funding secured for Outsourcing of Autism Assessments. 50 have been outsourced to date and a procurement exercise for remainder is in progress.</p> <p>Invest to Save proposal for an enhanced Early intervention offer in SEND including the support offer for families at the "Getting help" and "Getting more help" levels to be presented to MACB by end August</p> <p><b>Local Transformation Plan (LTP) Refresh</b></p> <p>Draft Plan written</p>		

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6.Crisis care	Amanda Luker		G	<p><b>Crisis resolution</b> Progress underway is line with milestones</p> <p><b>The Lighthouse</b> Work underway with results from patient survey being used to develop the 2 site offer within the city (West already in place, additional site on the East)</p> <p><b>Southampton Enhanced Partnership Worker</b> Funding secured for continuation of role for further 12 months</p> <p><b>Core Mental Health Liaison Services 24/7</b> Work underway with UHS and SHFT to develop model to meet acute hospital and patient need</p>	Jun-21	
7.Domestic Violence	Sandy Jerrim		A	<p>Developing commissioning intentions for Domestic Abuse (DA) service in Southampton is progressing well. Aligning the work with the requirements of the new DA Act continues and impacting on completing the final papers. With national consultation planned around the new DA Act it is envisaged local commissioning intentions will include scope to expand contract(s) to accommodate expansions or new service developments identified through the needs assessment.</p>	Jun-21	



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8.Transforming care for people with learning disabilities	Kate Dench		G	<p><b>Southern Health service review</b></p> <p>5 workshops have taken place to support the development of the core functions in the services. Work with Hants LAT is progressing to meet the end date. Finance investment process lacks clarity. Learning Disability Transformation Manager has not been approved, however, increased capacity linked to Community &amp; Social Inclusion (which will bring benefit to working in integrated ways) is being further explored</p> <p><b>Respite</b></p> <p>Draft monthly monitoring tracker of demand vs activity on all 3 respite schemes in place - meeting with respite providers 22nd June to review</p> <p><b>LD housing</b></p> <p>Monthly project group established - confirmation required of Senior Governance arrangements. The Project Approach document is being reviewed jointly with operations, who are leading what operational resource requirements are needed. Deregistrations continuing with draft report for DMT expected in July/August with a view to transfer to Supported Living in the following quarter post approval. In addition, providers are coming forward with new deregistration opportunities that we are scoping jointly with HCC due to shared commissioning arrangements. New housings are schemes in development/and build phases that will afford us the option to repurpose 1/2 and 3 bed properties that are no longer fit for purpose (environmental work is taking place with providers) and inefficient in terms of care delivery. Further RP/developer routes being explored. Voids management work is now demonstrating a decrease in spend, in addition officers are working to develop a Voids Minimisation Policy that will further impact this work. Savings verified (P2) show 91k achieved to date, with robust plans in place to meet the budget proposal requirement for 21/22.</p> <p><b>Learning Disabilities and Autism (LDA) Delivery Plan</b></p> <p>Approval given for resourcing the Hants central operational team - meeting set up for 13th July to ensure Sotons workforce gain the benefit of skills development through this work as well as ensuring contract monitoring is robust. Revision of some key elements within the JSNA to support wider understanding of potential future need has taken place. Work currently in train with the Data Team to track Learning Disability (LD) trend data (draft LD caseload/provider monitoring established).</p>	Jun-21	

2. Project/Programme Portfolio

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				<p><b>Learning Disability (LD) Integration</b> This area will need review based on LD moving to a localities model, as well as One Team opportunities.</p> <p><b>Learning Disability Quality Improvement (QI)</b> A workplan to support the LD QI is currently being developed jointly with SHFT and Primary Care Commissioners to improve access and uptake of Annual Health Checks, health action plans and flu vaccinations</p> <p><b>Autism</b> Service review of Autism Support Service delivered by Autism Hampshire complete.</p> <p><b>Community and Social Inclusion</b> Vision developed and work commenced on scoping key elements of the new model. Agreement in principle for additional capacity of Service Development Officers working across commissioning and localities established for 2 out of the 3 localities (current work is developing role/function) to support wider project milestones. Delay in obtaining additional capacity may impact on milestones. Provider workshop taking place 12th July, with day service providers to explore the model.</p>		
9.Aids to Independence	Rachel Burden		A	<p><b>Development and Reprourement of Wheelchair Service</b> New service is in place and commenced in April 2021</p> <p><b>Wheelchair and Repair Service</b> The launch of the new service has gone well. The clinical lead for the service has now been appointed and clinical work plans have been reviewed and are now in place. The service is fully staffed. New Community Engagement Officer also appointed. Waiting times especially for children are still a concern but Millbrook is engaged in this process and they are decreasing month on month. There are concerns around equipment delays due to EU Brexit conditions, complexity of the equipment being ordered via a limited number of suppliers.</p> <p><b>Implementation of the Disabled Facilities Grants (DFG) Review</b> Following agreement at Joint Commissioning Board, a DFG Project Lead has been identified and is setting up the project groups in relation to Workstream 1 which is focussed on transforming the systems and processes. Workstream 2 in relation to utilising the underspend has been established and is currently being tested. This is being managed through the Better Care Finance Group</p>	Jun-21	

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10. Addressing the needs of high intensity users (HIUs)	Georgina Cunningham		G	<p><b>Persistent Physical Symptoms (PPS) Service</b>                      PPS Evaluation completed demonstrating good outcomes for patients and a 60% reduction in Emergency Department (ED) attendances and a 65% reduction in Non Elective admissions for the group of patients supported by the service. The report has been shared with senior management. Consideration is being given to build on the model to include UHS High Intensity User (HIU) Group proposal for a dedicated Clinical ED based HIU lead, supported by the HIU Co-ordinator to further improve support for this complex group of patients.</p> <p><b>Two Saints Intensive Support Programme</b>                      Two Saints Intensive Support Programme continues to engage with wider health and social care agencies to share best practice and learning from the intensive support provided by the team.</p> <p><b>High Intensity Users (HIU) Clinical Lead Oversight</b>                      Work has been ongoing on developing the overall oversight of the High Intensity User programme and a proposal has been put forward for additional clinical sessions to work alongside the co-ordinator liaising with Emergency Department (ED) staff and other clinicians to strengthen clinical leadership to the project. This has been fed into the Southampton &amp; SW Hampshire Recovery and Restoration Board as part of the overall prioritisation exercise for future funding.</p>	Jun-21	
11. Improving the outcomes for children with SEND	Sam Nicolaou		G	<p><b>Reimagining the Special educational needs and disabilities (SEND) offer</b>                      A draft Cost to Save Proposal has been developed which outlines the proposals for a Continuum of Early Intervention Support for Children/YP with SEND. It has been presented to SEND Partnership Forum for information and feedback. Refinements are being made to the model and the invest to save elements are being worked out.</p>	Jun-21	
12. Personal health budgets (PHBs)	Leela Hunt		G	<p><b>Section 117 (mental health)</b>                      This whole area has been delayed with the Covid response. The project group has since met and reset of the plan is underway.</p>	Jun-21	

2. Project/Programme Portfolio

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13. End of life and complex care	Moraig Forrest-Charde		G	<p><b>Out of Hospital End of Life (EOL) Care Coordination</b></p> <p>Significant progress has been made in the early part of this year with the EOL out of hospital coordination centre opening - including a 24/7 telephone response line and crisis visiting service.</p> <p><b>Develop and enhance hospice provision</b></p> <p>The first stage of providing bereavement support for services outside of Countess Mountbatten House will start with the aid of Improved Better Care Fund (iBCF) funding for social care provider bereavement support.</p> <p>Nurse led beds is in the early stages of development.</p> <p><b>Early Identification</b></p> <p>Project due to commence in October</p> <p><b>Personalisation</b></p> <p>Project due to commence in October</p> <p><b>Education</b></p> <p>Plan to pick up findings shared through the ICS driven piece of work to understand the 6 ambitions self assessment.</p>	Jun-21	
14. Substance Use Disorders	Amanda Luker		G	<p><b>Rough Sleeping Drug and Alcohol Treatment Grant</b></p> <p>The Rough Sleeper Drug and alcohol team has commenced work from 24.6.21. The team has some key posts still to recruit to (i.e. Nurse Prescriber) but this is currently underway and mitigation if recruitment is unsuccessful (agency) is planned for. An implementation plan has been shared and discussed with commissioners. A multi-agency strategic steering group and an Operational group are in place and will be overseeing the implementation of the new service. KPI's have been finalised and monitoring of the team is already underway. There has been no announcement regarding continuation of funding to date.</p> <p><b>Substance Use Disorder within the Criminal Justice System</b></p> <p>Bid for funding successful and recruitment of team is underway. Work is taking place with partners and stakeholders to develop specialist criminal justice interventions.</p> <p><b>South Central Ambulance Service (SCAS) Pathway Development</b></p> <p>Project due to commence in September 21</p> <p><b>Substance Use Disorder (SUD) Services: Impact of Covid 19</b></p> <p>Commissioners are working with SUDS providers to develop and implement service recovery plans</p>	Jul-21	

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				<p><b>Alcohol Care Team and InReach</b> NHS England and NHS Improvement (NHSEI) money is being implemented to achieve a 7 day a week service.</p> <p><b>Substance Use Disorder Services (SUDS)</b> Work with adult and YP SUDS providers is underway to analyse Covid 19 impact on access and recovery standards. Services are re-opening following the gradual lifting of lockdown and performance issues are being addressed by commissioners with provider services.</p> <p><b>Alcohol Brief Intervention Telephone Line</b> Alcohol Brief Intervention telephone line has been reviewed and funding is agreed and in place until March 22.</p> <p><b>Co-occurring Conditions (Mental Health and Substance Use Disorder)</b> Pathway development and integrated working between substance use disorder services and mental health services is being led by the strategic steering group. Self assessment of services is still underway with a view to completing the improvement action plan in the autumn.</p>		

**2. Project/Programme Portfolio**

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<b>B. Project Milestone Monitoring: Prevention &amp; Earlier Intervention</b>						
15. Community Solutions	Adrian Littlemore		G	<p><b>Embedding Community Solutions Contract</b></p> <p>Continuing to work with the provider on a range of initiatives / elements within the contract, including development of Community Navigation network which brings together community navigators from across the city, local community conversations around specific areas of need, including supporting the Children's Destination 22 agenda to develop Early Help for families.</p> <p>Review of Community Navigation capacity underway with a view to shift resources into Volunteer Bureau functions.</p> <p>SO:Good Giving launched offering Local Lotto and Crowd Funding Platform.</p> <p>The Home Welcome and Hello Southampton Communicare schemes are currently being reviewed for ongoing funding - funding source needs to be identified.</p> <hr/> <p><b>Carers</b></p> <p>Work to commence in Q2</p>	Jun-21	

2. Project/Programme Portfolio

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				<p><b>Partnerships</b> Commissioning engagement within the Stronger Communities work established.</p> <p><b>Development of Living Well activities offer</b> Service recovering from impacts of pandemic. 50% of service costs comes from self funders, all of which have ceased attending. Adjustment to payment structure proposed and authorised to promote sustainable delivery.</p> <p>Initial discussions with living well service and other related parties regarding development of activity scheme in June.</p> <p><b>Development of Eat Well Offer</b> Increased volume of users are accessing the service since pandemic</p> <p><b>Development of integrated community transport solution</b> Joint work with SCC Transport Team underway to scope joint commissioning options</p> <p><b>Development of Exercise offer</b> Work to commence in Q3</p> <p><b>Promoting the use of telecare for people at risk of falling</b> Work planned for later in the year.</p> <p><b>Fracture Liaison Pathway</b> Timescales to be confirmed</p>		
16. Maternity	Jeanette Keyte		G	<p><b>Development of Smoking in pregnancy pathway</b> Southampton Smokefree Solutions in place</p> <p><b>Development of LARC pathway in maternity</b> Draft proposal has been developed. Ongoing discussions with Maternity regarding implementation and funding</p> <p><b>Develop and monitor plans to support actions from the Ockenden review</b> Baseline review of Ockenden recommendations in place - action plan developed</p> <p><b>Support service in continued roll out and embedding of continuity of carer</b> Continuity of carer embedded into UHS/Local Maternity System (LMS) plans</p>	Jun-21	

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17. Sexual health & teenage pregnancy	Sandy Jerrim		A	<p><b>Implementation of the sexual health improvement programme</b></p> <p>Sexual health Improvement plan agreed and being monitored. A new dashboard is being developed to support monitoring. The L3 contract with Solent has approval to extend for 2 x + 1 years, but subject to agreement from Solent to conditions around the use of Pathway Analytics and System Thinking work. Discussions are led by Director of Public Health (DPH) in HCC with input from DPH's in Southampton &amp; Portsmouth and commissioners.</p>	Jun-21	
18. Prevention and early help for children and families	Jeanette Keyte		G	<p><b>Breastfeeding support re-procurement</b></p> <p>Currently consulting on revised service specifications. Specification will be finalised by end of June with a view to tendering shortly after for new contract from 1 April 2022</p> <p><b>Early Help review including development of Extended Locality Model</b></p> <p>Early Help Review is part of the wider Destination 22 Programme. Working towards proposals and deliverables developed in workshops over Spring. Early help assessment forms modified, case allocation process under review, evidence based programme in development, outcomes and evaluation processes being developed. Job profiles for parenting lead and No Recourse to Public Funds (NPRF) worker developed</p> <p><b>Support the development of Family Group conferencing (FGC)</b></p> <p>Options appraisal for future commissioning intentions completed with children's services and under consideration. Being presented to the Children's Strategic Commissioning Exchange and Contract Life Cycle Management Committee (CLCMC) in July 2021. Strategic aim is to work towards embedding FGCs into social work practice, with support/training/advice from a commissioned provider - this is a shift from the current position where FGCs are purchased via a contract. The options appraisal considers the best way of achieving this from a contractual perspective.</p>	Jun-21	
19. Supporting Children and Young People with complex needs	Jeanette Keyte		A	<p><b>Develop a pilot model of community support for adolescents with complex needs, including</b></p> <p>Project plan in place, key partners on board. Three 12m fixed term roles currently out to internal recruitment. Project delayed due to delayed funding allocation and recruitment, now planned to start by September 2021</p> <p><b>Children's Hospital at Home / supporting children in the community</b></p> <p>South West Restoration &amp; Recovery requirement for specified changes complete - returns to Restoration &amp; Recovery on 22 June for decision on options provided</p>	Jun-21	



2. Project/Programme Portfolio						
Project/Programme	Lead	RAG: Prev Mth	RAG: Current	Summary Narrative	Date Updated	PID Approved
				<p><b>Development of end of life provision</b> Met recently with commissioners and service provider colleagues from the region to benchmark services. Plan to set up a managed clinical network across the ICS which will further outline activity required.</p> <p><b>Supporting vulnerable young people</b> In progress as part of Destination 22 Programme</p>		
20. Housing related support (HRS)	Sandy Jerrim		G	<p><b>Develop commissioning intentions for Adult and YP Housing related support (HRS) Services</b> An in-depth review undertaken and informing the development of commissioning intentions for single adults, young people and young parents HRS service.</p> <p><b>Rough sleeper initiative (RSI)</b> Year 4 funding has been secured. Significant challenges with awarding contracts due to procurement rules overcome and services have been able to continue. Uncertainty around future funding poses challenges when developing commissioning intentions and potential risk of losing valuable services if RSI funding ceases. Unable to cover with existing commissioning budget as presents equal risk around loss of other valuable services.</p> <p><b>Quality and Safeguarding</b> Engagement with quality and safeguarding teams completed. Capacity needed to ensure requirements are embedded into future contracts, specification and monitoring approaches</p>	Jun-21	
21. Behaviour Change	Sandy Jerrim		G	<p><b>Expansion of smoke-free offer in targeted settings</b> Developing a smoke-free offer in PCNs, Maternity and other settings</p> <p><b>National Weight Management programme (WMP) – understand requirements, implications</b> Tier 2 weight management forum has been set up and will run monthly initially. New funding for services awarded to Southampton. Work is underway to identify opportunities to develop services. Risks identified with short term funding offer (21/22 only) and mobilising services to address targeted need.</p>	Jun-21	

2. Project/Programme Portfolio

Project/Programme	Lead	RAG: Prev Mth	RAG: Current	Summary Narrative	Date Updated	PID Approved
<b>C. Project Milestone Monitoring: Safe &amp; High Quality Services</b>						
22. Quality Improvement in Health Providers	Helen Eggleton and Theresa Gallard  Antony Shannon (Primary Care)		G	<p><b>Quality improvement and assurance</b></p> <p>This work continues, although some activity undertaken virtually, due to limitations of Covid; this includes participation in Providers quality initiatives/events. Quality visits continue to be undertaken, but proportionately and appropriately risk assessed in relation to Covid.</p> <p>Quality Framework completed and shared for feedback with Commissioning Managers.</p> <p>Quality Managers continue to participate in Provider led governance meetings - now on a regular basis for the majority of Providers.</p> <hr/> <p><b>Quality Reporting</b></p> <p>Being reviewed in line with new CCG governance arrangements.</p> <hr/> <p><b>Patient safety</b></p> <p>Patient Safety Leads in place and working with regional team in relation to Patient Safety Strategy. Appropriate tools support patient safety work and Quality Managers involved in Provider Safety Committees / Groups.</p> <hr/> <p><b>Patient Experience</b></p> <p>Quality Managers working with Providers in various ways to promote service user, family and carer involvement in quality improvement activity, including Quality Improvement (QI) projects and Serious Incident (SI) investigations.</p> <p>System wide learning facilitated through the Learning &amp; Sharing Forum.</p> <hr/> <p><b>Health Inequalities</b></p> <p>Monitoring and identification of inequalities continues via harm review outcomes / contract quality measures.</p> <hr/> <p><b>Covid-19</b></p> <p>Quality Managers involved in various meetings where 'reset' is discussed and issues escalated. Also, supporting relevant associated work streams (system-wide) and seeking assurance from Providers on staff health &amp; wellbeing activity.</p>	Jun-21	

2. Project/Programme Portfolio						
Project/Programme	Lead	RAG: Prev Mth	RAG: Current	Summary Narrative	Date Updated	PID Approved
				<p><b>Primary Care</b></p> <p>The CCG has a responsibility for improving and developing the quality of primary care general practice, reducing variation and in supporting member practices. A Quality Assurance and Improvement Framework designed in such a way to address quality assurance, support improvement in general practice and provide and systematic process for managing unwarranted variation continues to be in development. Part of the agreed process currently is that Practices will receive an annual visit by a member of the Quality Team and the Primary Care Team. It is envisaged that, whilst offering a level of assurance to the CCG, this will also be in part a supportive visit. The CCG will review the visit as part of a Primary Care Quality Group action, this will hopefully include a GP without conflict to that practice and a decision will be made regarding any escalation processes as required. Much of the work was put on hold during the current COVID pandemic as practices reduced normal practice activities and their focus on the vaccination effort.</p>		
23. Antimicrobial prescribing	Andrea White		G	Progress underway is line with milestones	Jun-21	
24. Quality of internal providers (SCC)	Matthew Richardson		G	Progress underway is line with milestones	Jun-21	
25. Embed safeguarding across the ICU	Cressida Zielinski		A	All elements of this work stream are in progress and part of a continued programme of improvement and awareness raising for commissioners s part of the contract and procurement cycle.	Jun-21	
26. Continuing healthcare (CHC)	Shelley Lewis		A	<p><b>Continuing Health Care (CHC) Assessment in the Community</b></p> <p>Good joint working with SCC and CCG and UHS to facilitate timely discharges from acute trusts and fund placements/packages under Discharge to Access (D2A) or joint funding until community assessments in place. Governance and monitoring processes in place but require refining as government guidance changes and local processes adapt accordingly. Work on PHB's in increasing with joint working across HSIOW CCG working to reduce inequity in the PHB offer across the whole</p> <p><b>Continuing Health Care (CHC) Quality Improvement</b></p> <p>The NHSE Strategic Improvement Programme (SIP) is currently suspended however the SOUTHAMPTON area CHC team has strong links with the NHSE regional team and works to ensure current and best practice is followed. The CHC teams across the HSIOW CCG have established a weekly Leads meeting that is exploring how CHC can best be offered in the new organisation and are drafting a position statement. The HSIOW CHC leads have liaised with NHSE to ensure that benchmarking and Continuing Healthcare Assurance Tool (CHAT) tool reporting is completed as an HSI whole rather than as separate CCG areas. Challenges remain in overall staff capacity and this is limiting completion of some areas of work such as the CHAT tool completion. However as joint work across HSIOW footprint progresses it is hoped that some benefits of a larger team can be realised.</p>	Jun-21	

2. Project/Programme Portfolio

Project/Programme	Lead	RAG: Prev Mth	RAG: Current	Summary Narrative	Date Updated	PID Approved
27. Digital Support for Social Care providers	Alex Boucouvalas		G	<p>The Digital Care Team service established in 2019 hold responsibility and progress workstreams related to digital health and social care at a place-based level in Southampton. A need for the service was identified with ever increasing digital social care mandatory workstreams having been delegated to local systems by NHS England and the Department of Health and Social Care to project manage and deliver.</p> <p>The team is unique in that it brings together a multitude of digital health/social care workstreams originating from both the local authority and CCG. These workstreams are then managed centrally by the team. This approach differs from neighbouring systems where work has been scattered across different organisations and then different parts within organisations.</p> <p>The service started with one Project Manager tasked with the implementation of the NHS Data Security and Protection Toolkit and NHS Mail rollout across social care providers in Southampton. Additional workstreams were identified (detailed below) and some further resource allocated to the service to enable recruitment and additional capacity.</p> <p>The service is currently resourced with 1.8 FTE across three staff members. The current service model was developed from temporary Improved Better Care Funding / CCG funding and is managed within the Integrated Commissioning Unit. All three staff members are fixed term appointments, with Southampton City Council contracts, with current funding arrangements ending 31/03/22 but are due to adopt some permanent health funding and remain in the ICU.</p> <p>The team have demonstrated a gap in the market for this line of work and have had a successful 18 months of impact. The team are keen to expand their digital support offer to primary care and are seeking to develop this area of work, and increase overall capacity. Many of the projects implemented are now adopted into business as usual such as NHS Mail, but remain managed and maintained by the team. This on-going maintenance this reduces capacity to adopt new workstreams and allocate staff to new digital projects.</p>	Jun-21	
28. Support for People with Learning Disabilities	Helen Eggleton and Theresa Gallard		G	<p><b>Learning Disabilities - Standards</b> Achieved through oversight of Provider contracts (quality elements) and review of self assessments and action plans, along with attendance at relevant Provider internal meetings / groups.</p> <p><b>Learning Disabilities - Contracts</b> Achieved through attendance at relevant governance meetings.</p>	Jun-21	

2. Project/Programme Portfolio						
Project/Programme	Lead	RAG: Prev Mth	RAG: Current	Summary Narrative	Date Updated	PID Approved
				<p><b>Learning Disabilities - Quality Improvement / Assurance</b> Quality Team participation in the Learning Disability Transformation Group Information gathering exercise to inform future service design.</p> <p><b>Learning Disabilities - Service Redesign - Learning Dis</b> Quality Manager ongoing involvement in the LD service re-design work and participation in the Learning Disability Transformation Group Information gathering exercise to inform future service design.</p>		
D. Project Milestone Monitoring: Managing & Developing the Market						
29. Home care implementation	Lin Churches & Abi Benham		G	<p><b>Developing the framework</b> Lead provider for clusters 3 and 4 awarded, with contract commencing 21/06/21. General provider forums established - lead provider forums will recommence at the end of June/beginning of July.</p> <p><b>Quality Reporting</b> Process development for monitoring underway. Awaiting information to understand current picture. KPIs being reviewed.</p> <p><b>Bridging Service Review</b> Service review completed. Decision to renegotiate the current contract and extend by six months. Further work on the shape of a new contract to replace current arrangements to be carried out.</p> <p><b>Review of placement team processes</b> Discussions continue to align KPIs across partners, and integrate working more effectively. Resource impact of Care Director being established. Skills analysis will commence as part of Q1 monitoring.</p>	Jun-21	
30. Housing with care	Matthew Harrison		G	<p><b>Managing access to Potters court</b> Housing Development Officer is now in post and work is underway</p> <p><b>Planning for housing with care capacity in the future (RSH and other sites)</b> A needs assessment for extra care provision is underway and due to be completed by the end of July 2021.</p> <p><b>Housing needs assessment for mental health</b> Housing Development Officer is now in post and work is underway with plan to complete by end of July 2021</p>	Jun-21	

2. Project/Programme Portfolio						
Project/Programme	Lead	RAG: Prev Mth	RAG: Current	Summary Narrative	Date Updated	PID Approved
				<p><b>Housing need update for other client group areas</b> ICU Housing working group has commenced monthly meetings and will be reviewing needs assessments for all areas in July and August to identify commonalities and differences in housing needs.</p> <p><b>Develop Market Position Statement (MPS) for housing, together with commissioners</b> Once the needs assessments have been completed procurement options will begin to be explored as well as internal SCC housing development opportunities through 1000 Homes or other means.</p>		
31. Nursing home and complex residential care market capacity	Matthew Harrison		G	<p><b>Understanding need and a fair price for care</b> Needs assessment is underway and aiming for completion by end of July 2021. This will then feed into a 'Cost of Care' exercise.</p> <p><b>Developing the commissioning strategy for care homes</b> Once needs assessment is complete, specifications will be reviewed and options for future residential &amp; nursing procurement considered.</p> <p><b>Options for new capacity</b> Meetings being held with existing providers about capacity and opportunities for service development to better meet needs.</p>	Jun-21	
32. Children's residential care	Lin Churches		G	The consortium agreed to extend the current framework by three years.	Jun-21	
33. Market sustainability assurance	Matthew Harrison		G	<p><b>Developing the understanding of the ongoing issues related to the price of care</b> Meetings are being held with providers to discuss current provision, future business plans and how well this fits with local needs. These will also include discussion of Covid-19 impacts.</p> <p><b>Develop the business case for future uplifts to sustain the market</b> Once needs assessment complete, a Cost of Care exercise will commence.</p> <p>Funding for pilot work with Hampshire Care Association has been agreed and a draft agreement is being negotiated.</p>	Jun-21	

2. Project/Programme Portfolio						
Project/Programme	Lead	RAG: Prev Mth	RAG: Current	Summary Narrative	Date Updated	PID Approved
34. Independent Sector workforce development	Matthew Harrison		G	<b>Secure funding for post</b>	Jun-21	
				Funding is available, currently discussing options for recruitment.		
				<b>Engagement with Independent Sector</b>		
				Information being collated from commissioners to gain overall view of current market issues around staffing.		
				<b>Recruitment Support</b>		
				Work will commence when post is recruited to.		
35. Kentish Road PMLD Housing Development	Matt Harrison		G	<b>Provide strategic support</b>	Jun-21	
				Work will commence when post is recruited to.		
36. Digital Capability Improvement	Sue Nash and Aleks Burlinson		G	<b>Contributing from a commissioning perspective to the CareDirector development and</b>	Jun-21	
				ICU have input into service and commissioning needs from CareDirector.		
				<b>Contributing from a health &amp; care commissioning perspective to the development and</b>		
				Working with Supplier Management colleagues to prepare for go live date and impact on upcoming tenders.		
37. Independent Foster Care	Lin Churches		G	This project is currently on track, with the tender due to go out in mid-July.	Jun-21	
38. Procurement Policy and Strategy	Sue Nash		G	Not due to commence until August/September 2021	Jun-21	