

**ICU Work Programme 2016/17:- Proposed commissioning priorities for Integrated Commissioning Unit**

**ICU Mission Statement:** To focus on commissioning a comprehensive range of high quality “end to end” integrated health and social care services for people in Croydon and using health and social care commissioning resources more efficiently and, over time, achieving better value for money.

**ICU Commissioning Principles:** These overarching principles are based on CCG and Council principles.

- Commissioning will be evidence-based
- Focus on good outcomes for individuals, their families and communities
- Enhance quality and value for money via market development
- Promote personalised care and support, close to home
- Effective management of current and future demand for services.
- Promote Prevention, Self-Care/Management and Shared Decision making
- Promote integrated care & support which puts the patient or service user at its heart and gives them genuine choice
- Governance arrangements will be clear, workable and understood by everyone working in the ICU
- Our systems, processes and protocols with partners will assure quality and safety in commissioned services

The ICU comprises 5 main teams of integrated commissioning, each led by a Head of Service:-

~ Children and Maternity,

~ Older people, physical disabilities, end of life care and carers

~ Mental Health & Substance Misuse

~ Working Age Adults, which includes learning disabilities, public health commissioning, supported housing, market development/contracts support

~ In addition the ICU benefits from the input of a Strategic Projects post which enables support on cross-cutting projects across the ICU.

<b>Health &amp; Well Being Board Priority</b>	<b>Children &amp; Family Partnership Priority</b>
<ul style="list-style-type: none"> <li>• Preventing Illness and Injury and helping people recover</li> <li>• Preventing premature death and long term health conditions</li> <li>• Supporting people to be resilient and independent</li> <li>• Providing integrated safe, high quality services</li> <li>• Improving People’s Experience of Care</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce childhood obesity</li> <li>• Improve the emotional wellbeing and mental health of children and young people.</li> <li>• Increase the impact of early intervention</li> <li>• Strengthen the consistency of engagement of children, young people and families across partnership</li> <li>• Increase participation in education, employment and training and improve outcomes at age 19</li> <li>• Reduce child poverty and mitigate impact of poverty</li> <li>• Improve integration of services for children and young people with learning difficulties/disabilities</li> <li>• Improve health and education/training outcomes for Looked After Children</li> </ul>

Service Lead	H&WB/C&F Partnership Priority	Commissioning Priority	Commissioning Objective
	Preventing Illness and Injury and helping people recover		
Head of Service Working Age Adults		Efficient and good quality adult public health services	Complete redesign of sexual health services
			Establish a new dynamic purchase system for contracting for Public Health commissioned primary care services
			Complete re-commissioning of residential detox and rehab services for substance misuse
			Continued focus on improving recovery rates in the substance misuse treatment system
Head of Service Older People, Physical Disability, Long Term Conditions, End of Life & Carers		Ensure carers are supported to continue their caring role.	Continue to focus on development of services to carers.
			Re-commission counselling service for carers
Head of Service Adult Mental Health		Ensure services are accessible to people in Croydon to prevent them becoming ill or increasingly unwell and to enable them to make an effective recovery.	Develop the Early Intervention in Psychosis service to meet national targets by April 2016 (CCG responsibility)
			Revise and confirm service specification for the Oasis service to support prevention in Mental Health and work with younger People (CCG commissioner responsibility)
		Building on the successful pilot project, ensure a re-ablement approach is the first option for people with significant mental health needs, with clarity about “easy in and easy out” pathways that plan for recovery and discharge from secondary Mental Health services as soon as possible drawing on peer- and wider community/voluntary sector support.	Review and strengthen the MH re-ablement service to ensure it fulfils and consolidates its reach, recognising its potential to manage demand on a sustainable basis.

	Preventing premature death and long term health conditions		
Head of Service Older People, Physical Disability, Long Term Conditions, End of Life & Carers		Ensuring access to preventative health services and mental health services for people with physical disabilities and sensory impairments	Contract monitoring to introduce new outcome measures to include health promotion, mental health and access targets.
			Ensure that those receiving packages of care primarily because of age, mental health, or learning disabilities also have access to support with their physical health needs and sensory impairments.
Head of Service Adult Mental Health		Improve the Health and reduce premature mortality rates in people with mental health problems	Implement a project to increase the number of patients with serious mental illness accessing annual health checks through their GP
			Strengthen existing projects which seek to increase the number of people with Mental Health problems cease smoking in a range of community- and Accommodation-based settings.
		Enhance quality and value for money with evidence based outcome incentives	Monitor and evaluate the results of the health CQUIN and the progress of the Mental Health Trust in implementing an increased focus on physical health across their patient cohort (CCG-responsibility)

	Supporting people to be resilient and independent		
Head of Service Working Age Adults		Market management and development.	Develop the adult social care market to offer a wider range of personalised options that enable people to use their personal budgets.
			Increase access to social and private rented sector housing tenancies for people with care & support needs who are in housing need
			Review and improve the alignment between the Support Needs assessment and Placement Team (SNAP) and the Council's Gateway service to improve the customer experience and to manage demand more effectively
			Redesign and re-commission day opportunity and employment support services for people with learning disabilities to improve outcomes, taking an approach which understands people's individual circumstances, connections and personal strengths.
			Take forward proposals to develop new supported housing options including cluster flats for people with learning disabilities and extra care sheltered housing to optimise independence
			Re-commission respite services for people with learning disabilities so that there is a wider range of personalised options to support both customers and their carers
			Review and re-commission supported housing services for vulnerable ex-offenders

Head of Service Older People, Physical Disability, Long Term Conditions, End of Life & Carers	Reduce the proportion of people with significant needs related to physical disabilities and/or sensory impairment who live in residential care/supported living out of borough and distant from Croydon	Commissioning to focus on improving access to meaningful activities, including universal services that promote confidence, resilience and independence.
		Develop a demand management programme that delivers in- borough supported living tenancies based on best estimates of future need
		Flexible care packages to support independent living with providers developing bespoke service offers that are attractive to Direct payment customers
		Increase the development of supported living opportunities and conversion of residential care places to supported living to offer increased independence and improved customer experience.
	Develop preventative services that support independent living and reduce risks for those living independently	Commissioning to support the planned review programme of clients living in residential accommodation out-of-borough
		Commission an expansion of Careline Plus and assistive technology roll-out within the delivery of the Outcome-Based Commissioning Programme (OBC) for over 65s.
	Ensure provision of information and advice for carers is delivered to a high standard and available across a number of media platforms	Promote carer assessments to all groups of carers to enable them to access the required support to continue caring, particularly through the voluntary and community sectors. Ensure that appropriate advocacy is also available.
		Review and re-commission services to carers.

			Using feedback from carer engagement, develop innovative pilot projects to support carers more effectively, drawing on and also building up the evidence base of “what works”.
			Commissioners to ensure third sector organisations with responsibilities for social inclusion for older people & their carers are enabled to take advantage of relevant funding and development opportunities.
Head of Service Adult Mental Health		Develop services that support independence enabling people to live well with Long Term Conditions.	Monitor, review and evaluate the Dementia Advisors service and outcomes achieved.
		Ensure there is a re-focusing of the Mental Health system with an emphasis on supporting people to recover from common mental illness resulting in a reduction in serious mental illness	Ensure the expansion of the Improving Access to Psychological Therapies (IAPT) is achieved and particular focus is given to specific health conditions (CCG commissioner responsibility)
		Ensure there is provision for advice and support at times of crisis so that crisis can be managed well and best patient outcomes achieved	Oversee the implementation of the 24/7 Crisis Line and its promotion amongst service users and family / carers in Croydon
			Develop an ‘all age’ Psychiatric Liaison Service (PLS) at Croydon University Hospital to improve patient experience and to ensure timely access to services that enable people to get the right treatment which helps their recovery. (CCG commissioner responsibility)
	Providing integrated safe, high quality services		
Head of Service Working Age Adults		Manage the market for adult social care services	Develop and strengthen the monitoring programme across residential care, domiciliary care and supported housing, to embed further development of performance and quality monitoring systems

			<p>Develop and implement an adult social care workforce development plan so that current and future needs across sectors are understood, risks mitigated and a collaborative approach is taken to recruitment, training and long-term sustainability.</p> <p>Implement a system for logging and commenting upon Planning applications for new development of residential care homes so that these can be aligned with the assessed market needs of the Borough.</p> <p>Implement an adult social care market engagement and communications plan, including a refresh of the Market Position Statement so that all providers are alerted to the state of the market, specific commissioning requirements and the roles they can play in managing potential areas of market frailty.</p>
Head of Service Older People, Physical Disability, Long Term Conditions, End of Life & Carers		Ensure smooth transition to adulthood (at age between 17 to 25yrs as appropriate) and from working age adult to older person at age 65	<p>Ensure there is clear pathway for transitions in the all age &lt;65 disability service and that service specifications covers transition points and identifies appropriate indicator(s) that are fully user-centred</p> <p>Ensure there is a clear pathway for addressing disability and sensory impairments in older people's Services so that these needs are integrated into the person's life plan.</p>
		An integrated palliative care system that provides a full range of quality person centred palliative and End of Life Care services to the people of Croydon in the care setting and community of their choice.	Commissioning St. Christopher's Hospice to deliver the 6 Steps to Success (CCG commissioner responsibility)
			Marie Curie: Continuing and embedding the work from 2015/16 in a phased approach based on need.



			Evaluate the feasibility and benefit from running further training sessions around 'Dying Matters, Having Difficult Conversations' for healthcare professionals, and ad appropriate, commission additional sessions.
		Strengthen the support and preventative measures provided to people receiving a package of Domiciliary Care in their own homes, to improve the quality & experience of care received.	Train and backfill of Domiciliary Care Workers to increase their awareness of the following potential issues: Falls, Pressure ulcers, UTIs, End of Life Care, Medicines adherence.
		Strengthen the support and preventative measures provided to Nursing and Residential Care Homes in Croydon, to improve the quality & experience of care received by Residents, leading to the reduction of unnecessary ambulance attendance and A&E attendance/admissions	Reduce the high level of disparity between Care Homes in terms of utilising Emergency Services, to ensure all interventions are clinically appropriate. (CCG commissioner responsibility)
			Increase the coordination of services supporting Care Homes.
			Ensure Care Homes for older people have a recognised End of Life Care programme in place.
			Engage with the Acute Hospital around initiating Advance Care Planning and liaising with Primary Care & Community Services to look at preventing further admissions. (CCG commissioner responsibility)
		Review current systems in place for the provision of Continence Services in Croydon for the over 65s, while ensuring the service is fit for purpose and only supports patients who are entitled to the service. (CCG-led Priority)	Contenance nurses to provide a new robust approach to monitoring and earlier interventions that will lead to better quality of care (CCG commissioner responsibility)
			Training for Care Home Staff, Dom Care Staff, Hospital staff, GPs, patients in proper toileting regimes, catheter care, as well as helping to avoid urinary tracts infections and sores (CCG commissioner responsibility).

		Explore options for a laundry service to help carers continue to support those with continence needs to stay in their own homes.
Head of Service Children, Young People and Maternity	Redevelop the carer assessment pathway.	Supporting catheter care & fitting in the community with the Croydon Health Services Continence Team (CCG commissionerresponsibility)
		Work with Health Innovation Networking South East London (HISEL) supporting a 'No Catheter, No Catheter Associated UTIs' scheme in Croydon. (CCG responsibility)
		Implement data sharing protocols between the council & the third sector to integrate and improve the assessment process.
	Implement recommendations of commissioning review of Children's Continuing Health Care.	Embed recommendations community paediatrics service review, including the review of designated roles, and embed in service specifications and data requirements for relevant services. <b>CCG Commissioner responsibility</b>
		Work with the provider to strengthen the integration between the acute and community paediatric service. <b>CCG Commissioner responsibility</b>
		Continue to work closely with the provider and the South West London Commissioning Collaborative to deliver the 2016/17 commissioning intentions for Maternity services. <b>CCG Commissioner Responsibility</b>

Head of Service Adult Mental Health		Ensure transformation projects are supported to successful outcome	Conclude the Adult Mental health (AMH) and Older Adults (MHOA) service redesign projects to base more services in primary and community settings and ensure they become aligned to existing work as 'business as usual' (CCG commissioner responsibility)
		Ensure transformation projects are supported to successful outcome	Review all service specifications within the Core Contract to ensure up to date and reflective of need (CCG commissioner responsibility)
		Undertake innovation / pilots exercise to develop best practice	Implement and evaluate the outcomes of the Mental health Multi-disciplinary team (MDT) pilot between secondary and primary care and use lessons learnt to inform future commissioning approach
<b>Improving People's Experience of Care</b>			
Head of Service Working Age Adults		There is assurance that Assessment & Treatment hospital settings are only used when absolutely necessary	Transforming Care(Winterbourne) – all people in A&T hospital settings to have their needs reviewed through the Community Treatment Review (CTR) process, to have a clear plan for moving on and assurance that the current placement is safe and appropriate
			Transforming Care (Winterbourne) – commission a range of tailored services to meet the needs of those that cannot be accommodated and/or supported in existing commissioned provision

			<p>Transforming Care (Winterbourne) – NHSE reporting returns to be submitted on time and to respond effectively to any other NHSE requirements. <b>CCG Commissioner responsibility</b></p> <p>Implement the recommendations of the jointly commissioned review of the local Learning Disability pathway including any changes needed to the current services commissioned from SlaM and CHS. (CCG commissioner responsibility)</p>
Head of Service Older People, Physical Disability, Long Term Conditions, End of Life & Carers		Identify an appropriate, client driven, recording system that goes beyond client satisfaction to record progress in maximising independence. (For example Independent Living Star)	Pilot and implement system
Adult Mental Health		Start early and reduce reliance on inpatient care	Ensure the MHOA & AMH programmes do deliver community based services and a reduction in the bed based services (CCG commissioner responsibility)
		Deliver person centred care that address inequalities	Develop a structured approach and clear action plan for taking forward the recommendations from ‘Mind the Gap’
		Ensure PPI / stakeholder feedback is integral to the whole commissioning cycle	Continue to engage with service users and carers groups through strategy groups, peer-led organisations, PPGs, steering groups, partnership boards and updating at carers groups. Ensure service users are involved as partners in service re-design, in recruitment and in ongoing quality monitoring of services.
		Enhance quality and value for money via market development	Build on recommendations of the Voluntary Sector Review to make improvements and to enhance people’s independence

Children		Improve service pathways for people with Autism Spectrum Disorders.	Complete the redesign of the Autism Spectrum Disorder pathway for children and young people and embed in service specifications and data requirements for relevant services.
	Reduce childhood obesity		
Children	(see Early Intervention)		
	Improve the emotional wellbeing and mental health of children and young people.		
Head of Service Children, Young people and maternity		Develop Local Transformation Plan for CAMHS, setting out the direction of travel for the next five years. projects	Continue service change already underway for initiatives including the single point of access, autism pathway, open access counselling and these will be built on with further service development
	Increase the impact of early intervention		
Head of Service Older People, Physical Disability, Long Term Conditions, End of Life & Carers		Ensure access to employment opportunities are included when ensuring smooth transition to adulthood for young people and young adults with needs related to PD and/or LD (at age between 17 to 25yrs as appropriate)	Ensure there is clear pathway for transitions in the all age <65 disability service and specification covers transition and identifies appropriate indicator(s)
			Develop support project for carers in the workplace, to better prepare them for caring & promote carer friendly workplaces in Croydon
		Ensure that information and advice provision is fit for purpose.	Improve outcomes from mobile information provision in Croydon, by reducing duplications and improving co-ordination
			Implement communication & engagement strategy for CarePlace tool and monitor its use in the borough by residents and council staff.

Head of Service Children, Young People and Maternity		Implement section 75 agreements to increase early intervention.	Implement section 75 partnership agreement for Health Visiting and Family Nurse Partnership as part of Best Start model.
			Implement section 75 partnership agreement for School aged nursing and School aged immunisations service as part of 5 to 19 health improvement service including weight management services.
	Strengthen the consistency of engagement of children, young people and families across partnership		
	Increase participation in education, employment and training and improve outcomes at age 19		
	Improve integration of services for children and young people with learning difficulties/disabilities		
Children		Design, commission and implement service changes which are delivered through integrated pathways.	Continue move from commissioning by activity to commissioning using an agreed outcomes framework for services.
			Ensure services are safely relocated from the Crystal Centre to an appropriate alternative. Further service developments and improvement will continue to be taken forward through contract monitoring and management process in 2016/17. (See Autism under Improve People's experience of Care)

	Improve health and education/training outcomes for Looked After Children		
Children		Implement agreed recommendation, outcomes and develop new service models.	Embed the agreed recommendations from the 15-16 Commissioning review of health services for children looked after including reviewing how the designated LAC roles are discharged.
			Embed the use of the agreed health outcomes framework as a key commissioning tool. Croydon Health Services are currently commissioned to provide a UASC health assessment service
			Working with Croydon Health Services to explore the feasibility of providing a different service delivery model to provide health assessment services for UASC in the future.