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| REPORT TO: | HEALTH AND WELLBEING BOARD (CROYDON) 19 October 2016 |
| AGENDA ITEM: | 8 |
| SUBJECT: | Joint Commissioning Executive Report |
| BOARD SPONSOR: | Barbara Peacock, Executive Director of People, Croydon Council Paula Swann, Chief Operating Officer, Croydon Clinical Commissioning Group |

BOARD PRIORITY/POLICY CONTEXT:

The Joint Commissioning Executive reports regularly to the Health and Wellbeing Board to keep it informed about matters of interest, particularly in relation to integration and use of NHS Act (2006) flexibilities, and that will contribute to Health and Wellbeing Board priorities as set out in the Joint Health and Wellbeing Strategy:

- Giving our children a good start in life
- Preventing illness and injury and helping people recover
- Preventing premature death and long term health conditions
- Supporting people to be resilient and independent
- Providing integrated, safe, high quality services; and
- Improving people's experience of care.

The national policy context which has shaped the Joint Commissioning Executive's priorities includes the requirements arising from the Care Act 2014, and the Children and Families Act 2014, the Better Care Fund; and the London-Wide, South West London (SWL) Sustainability and Transformation Plan (STP) Commissioning Intentions, and with the South East London STP for mental health services.

The local policy context which has shaped the Joint Commissioning Executive's priorities includes:

- Croydon CCG Operating Plan 2016/2017
- Croydon Integrated Mental Health Strategy 2014 -2019
- the Council's Corporate Plan 2015-18
- Independence Strategy 2015-18
- Opportunity and Fairness Plan 2016-20
(which includes the Council's equality objectives)
- Community Strategy 2016-21; and
- Health and Wellbeing Strategy 2013-18.

These strategies and plans can be summarised under:

(1) The Council's overarching vision **Ambitious for Croydon**. This encapsulates the council's vision as a stronger, fairer borough where no community is held back. The enabler for Ambitious for Croydon is the Independence Strategy. It's priorities are:

- Empower individuals and communities to be better able to take more responsibility for themselves and each other.
- Enable residents to make informed choices about how to meet their needs through the provision of high quality information, advice and guidance.
- Provide people with the best opportunity to maximise their life chances and have a good quality of life through the provision of high quality universal services, including an excellent learning offer.
- Empower people to resolve issues early through the provision of joined up assessment and support; and
- Enable children and adults to maximise their independence and ensure they are safe from harm through the provision of high quality specialist services.

(2) The Croydon CCG's vision is 'longer healthier lives for all the people in Croydon'. The CCG's strategy, detailed in its Annual Operating Plan, addresses the Croydon's population needs and service challenges, and prioritises outcomes and subsequent indicators of delivery for the people of Croydon are:

- Reducing potential years of life lost through preventable disease
- Ensuring people are seen in the right place at the right time
- Children and young people reach their full potential
- Increased independence
- Positive patient experience

The principles upon which we will deliver these and, indeed, all areas we commission are that:

- Prevention is better than cure but
- When someone does become ill they are better able to manage their illness and
- When a person does need treatment they are seen in the right place at the right time and
- There is shared decision making between the patient and the health professional

FINANCIAL IMPACT:

There are no direct financial implications arising from this report.

1. RECOMMENDATIONS

- 1.1 This report is to update the Board on the Joint Commissioning Executive's progress on joint commissioning for 2016/17, and priorities for the remainder of the year.

2. EXECUTIVE SUMMARY

- 2.1 This report highlights progress of the Joint Commissioning Executive in delivering its joint commissioning arrangements for the period 2016/17. It builds on the previous Joint Commissioning Intentions, signed off by the Health and Wellbeing Board in December 2015. It indicates progress made during the last 6 months, and priorities for the remainder of the year.

3. DETAIL

3.1 Purpose of the Joint Commissioning Executive (JCE)

- 3.1.1 Croydon Council and Croydon CCG currently have formal joint commissioning arrangements in place across a number of services. The two organisations have a clear ambition to build on that experience and to increase the scale and scope of joint commissioning across services where there is a clear alignment of NHS and local authority commissioning responsibilities. Both parties believe that an integrated approach to the commissioning of services will facilitate improved outcomes and a better experience for service users.
- 3.1.2 In order to ensure the progress made on integrated commissioning between the Council and CCG in recent years is sustained and developed, the two organisations agreed to establish a Joint Commissioning Executive (JCE) in April 2016.
- 3.1.3 The purpose of the JCE is to facilitate joint working to ensure that the parties responsible for commissioning health and social care in Croydon work collaboratively to deliver our respective commissioning responsibilities.
- 3.1.4 It seeks to create an environment of collaborative working which facilitates joint approaches, and where appropriate other NHS Act (2006) flexibilities, to deliver improved outcomes for the people of Croydon. The JCE will support the Health and Wellbeing Board in the discharge of its role in promoting integration and the use of NHS Act (2006) flexibilities.
- 3.1.5 The primary functions of the JCE are outlined below:
- To provide the overall strategic vision, drive and oversight to the joint commissioning arrangements between the two agencies.
 - To agree joint priorities and the establishment and monitoring of an annual Joint Commissioning Plan and work programme.
 - To receive and consider reports from joint commissioning leads on the implementation of joint commissioning arrangements, holding each organisation to account for their role in delivering the programmes.

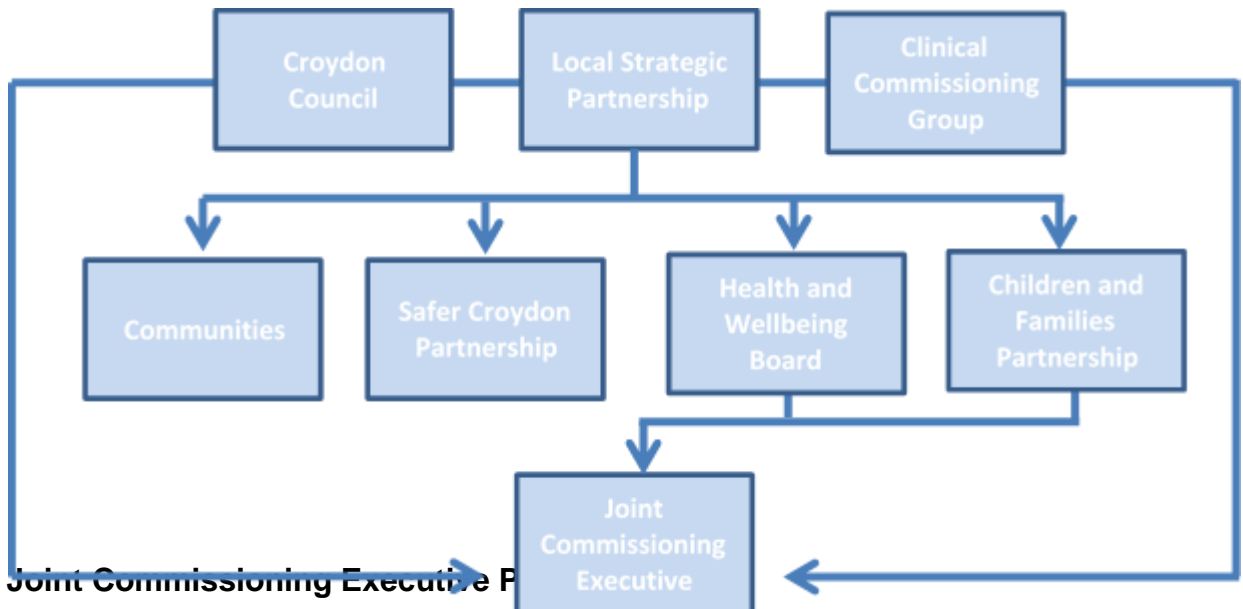
- To provide formal governance for any relevant pooled budgets that are developed, ensuring that decision-making, performance management and agreements about any necessary actions (noting that the existing Better Care Fund (BCF) will be managed through agreed arrangements pertaining to the joint commissioning for services to the over 65s).
- Improve Health and Wellbeing outcomes and decrease inequalities.
- To oversee the performance management of jointly commissioned services ensuring the correction actions are delivered.
- To agree and keep under review a risk register and agree actions arising.
- To keep joint commissioning strategies under review.
- Maximise value for money and return on investment.

3.2 Governance of the Joint Commissioning Executive

3.2.1 The Joint Commissioning Executive is accountable to the respective executive decision making structures of Croydon CCG and Croydon Council.

3.2.2 It reports regularly to the Health and Wellbeing Board to keep it informed about matters of interest to it, particularly in relation to integration and use of NHS Act (2006) flexibilities.

3.2.3 Governance structure for the Joint Commissioning Executive:



3.3 Joint Commissioning Executive F

3.3.1 The Joint Commissioning Executive oversees the implementation and performance of the joint commissioning plan and service arrangements.

3.3.2 Areas of remit for the Joint Commissioning Executive include:

- Children's Commissioning
- Mental Health Commissioning
- Disability Commissioning

- Health Improvement;
- Older People

4. Progress to date and priorities for the next six months

4.1.1 Children's commissioning

- Following in depth reviews, service redesign will be underway over next 6 months in both the School Aged Nursing service and the Looked After Children Health service, to maximise the impact these services have on improving children's health outcomes within existing resources.
- Health Visiting and Family Nurse Partnership will continue to develop their service models, increase service efficiency and data provision in the context of Best Start and the s.75 partnership agreements.
- Following a service review of the Community Paediatricians service, over the next six months, a project will be initiated to develop a vision for acute and community paediatric services and redesigned pathways. This will build on the strengthened integration and accountability and addresses performance and efficiency issues.
- The CAMHS Local Transformation Plan (LTP) will be entering its second year of delivery from the start of November 2016. Key points of progress to date have centred on the significant reduction of the tier 3 waiting list, a clear increase in access, the introduction of school resilience programmes, a new online counselling service and a new crisis service. Going forward, the LTP will focus even more widely on widening access to support for children and young people in the borough, in line with new national targets and within available resources.
- Following a service review and the development of new policies and procedures, over the next six months Children's Continuing Care will be transitioning to its new service model through the Commissioning Support Unit.
- For Maternity, Croydon will continue to contribute to and implement the Southwest London (SWL) commissioning intentions locally. A key project will be constituted by the Maternity Choice & Personalisation Pioneer.

4.1.2 Mental health commissioning

- Implementing a shared diagnostic with South London and Maudsley NHS Foundation Trust (SLaM), to fully understand the drivers behind the increase in admissions, Occupied Bed Days (OBDs) and Delayed Transfer of Care (DTC) has been completed. Follow up actions are being developed to address the issues identified, and to ensure focus on interventions that will have maximum impact on reducing admissions.
- Croydon Clinical Commissioning Group (CCG) continues to monitor the monthly dementia diagnosis rates, and has developed diagnosis tools. This will have an impact on the dementia diagnosis rate from October 2016 onwards.
- The CCG and the Council are reviewing voluntary sector provision.

- Following the successful Expression of Interest in the bid for NHS England (NHSE) funding, to develop an innovative extension of the Shared Lives Scheme, the full business case will be considered by NHSE in October 2016. This is subject to agreement of matched funding from the BCF.

4.1.3 **Disabilities commissioning**

- The 0-25 Disability Service restructure has taken place and is now operational. As part of this a review of therapies has been undertaken to assess services being provided through SEND and the needs of residents, which will inform future commissioning as part of the 0-25 Disability Service.
- Supported living provision for 16-25 year olds transitioning to adults' services will be reassessed and commissioning will seek to support this group. New pathways are being designed for those with autistic spectrum disorder and mental health issues which seek to exploit the opportunities of the 0-25 disability service to join up services and deliver improved outcomes to users, recognising the changing demographics in the borough.
- The 0-65, All Age Disabilities (AAD) commissioning plan, has been developed in light of Croydon Council's newly established 0-65 Disabilities Service. It includes the findings of the Croydon Learning Disability Strategic Review completed in Spring 2016.
- Implementing the Transforming Adult Social Care Programme (TRASC) commissioning requirements for 2016-17, including day services, response to Think Family recommendations, development of prevention and universal service offer.
- The vision for future of services will be delivered through co-production. A coproduction partner is being sourced. The TRASC programme has completed Advocacy recommissioning, LATC Day Care services Insourcing, Dual Service users review and Relocation of service users from Cherry Orchard Day Centre.
- The Learning Disability (LD) strategic review implementation plan was discussed in August 2016. The main areas of progress have been in relation to a workshop to look at integrated specialist services and discussion about revising Service Level Agreements to support the changes proposed.
- The priorities for LD are to continue to implement the recommendations in LD strategic review and the Transforming Care LD actions plan, including commissioning pathways.
- A priority will be to negotiate the SLAs with the South London and Maudsley (SLAM) and with Croydon Health Services to secure integrated specialist services.
- A priority will be to identify opportunities for joint commissioning of intensive behavioural support to prevent placement breakdowns and out of area moves.

4.1.4 Health improvement

- The timetable for the procurement of primary care services has been extended in order to allow for targeted commissioning support to ensure we best support primary care providers with the procurement process. The priority for the next six months is to complete the procurement of primary care services and establish proportionate contract management arrangements that will ensure we deliver the desired health outcomes for the Croydon population.
- The development of a digital behaviour change website known as 'Just Be', will provide a universal offer for the general population of Croydon with lifestyle advice, support and signposting, as well as a triage into a face-to-face targeted service. The Launch date is scheduled for 8 November 2016.
- Development of an integrated lifestyle service, known as 'Just Live Well', that will offer evidence-based support and advice using motivational interviewing for unhealthy behaviours. Service model has been developed and we are actively consulting on model with primary care to strengthen the offer and to ensure robust pathways exists to compliment existing lifestyle treatment services. The service will launch on 1 April 2017.

4.1.5 Older People

- Over 65s commissioning intentions are reported through the Outcomes Based Commissioning for 65s Alliance Board.

5. CONSULTATION

- 5.1 Consultation and engagement with service users is carried out as part of the commissioning cycle to develop commissioning strategies and for any services undergoing development.

6. SERVICE INTEGRATION

- 6.1 The key objectives of the Joint Commissioning Executive are to strengthen integration across health and social care, across services for different ages and between health and social care/wellbeing services, by effective and evidence-based commissioning. This should enable people to experience care or support in a more truly personalised way with the individual and their family at the centre.

7. COMMENTS OF THE COUNCIL SOLICITOR, AND MONITORING OFFICER

- 6.1 The Acting Council Solicitor comments that there are no direct legal considerations arising from the recommendations within this report.
- 6.2 Approved by: Nicola Thoday (Corporate Solicitor), for and on behalf of the Acting Council Solicitor and Director of Democratic and Legal Services.

7 EQUALITIES IMPACT

7.1 Equality impact assessments are carried out as part of the commissioning cycle to develop commissioning strategies and for any services undergoing development.

7.2 Approved by: Richard Eyre – Strategy Manager (People Department - Adults)

CONTACT OFFICER: Sarah Ireland Director of Strategies Communities and Commissioning, Croydon Council

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BACKGROUND DOCUMENTS – None.