

Report to Scrutiny Panel

Name of Scrutiny Panel	Adults Health and Social Care Scrutiny Board	
Meeting Date	28 th March 2019	
Subject	Integrated Commissioning Executive Priorities.	
Wards Affected	All	
Report of	Director for Adults and Wellbeing & Calderdale Clinical Commissioning Group	
Type of Item (please tick✓)	Review existing policy	
	Development of new policy	
	Performance management (including financial)	
	Briefing (including potential areas for scrutiny)	✓
	Statutory consultation	
	Council request	
	Cabinet request	
	Member request for scrutiny (CCFA)	

Why is it coming here?

The report is being presented to scrutiny to inform members of the Integrated Commissioning Executive's agreed priorities, with a particular focus on providing an update on the progress relating to the Integrated Community Equipment Store/Service.

What are the key points?

Following a review in late 2018 the Integrated Commissioning Executive (ICE) identified a set of 6 key strategic priorities:

- **Gateway Plus**
- **Review of the Integrated Community Equipment Store/Service**
- **Reablement**
- **Commissioning of the new Community Model – in line with Calderdale Cares**
- **Develop new model and commission End of Life Care**
- **All age mental health**

This report is split into two parts, the first gives an overview on ICE and the strategic priorities and the second part provides more detail regarding the review of the Integrated Community Store/Service.

Possible course of action
<p>For Scrutiny to receive the update regarding the progress being made with regards to the implementation of ICE strategic priorities with a more detailed focus on the improvements and efficiencies identified from the review of the Integrated Community Equipment Store/Service (Loan Store). The report also highlights key milestones and timescales.</p> <p>As a result of the scrutiny process there may be further areas that we need to focus on in terms of planned actions.</p>
Contact officer
<p>Debbie Graham (CCG) – 01422 307482</p> <p>Julie Killey (CMBC) – 01422 392663</p> <p>Karen Midgley (CMBC) – 01422 393862</p> <p>Graham Mozley (CMBC) – 01422 392691</p>
Should this report be exempt?
No

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Part A - Update on the Work of the Integrated Commissioning Executive – March 2019

1. Terms of Reference

The Calderdale ICE has been in place since 2017. The current Terms of Reference are attached as Appendix A. This includes a list of Members. The work of ICE is supported by an ICE Operational Group which meets monthly.

2. ICE Priorities

Through the work of its Operational Group, ICE reviewed its priorities in December 2018. These priorities relate to areas of work where there is benefit in working jointly as two commissioners; aligning priorities and ensure the effective use of the capacity and capability of our staff. The six areas are:

- Development of Gateway to Care plus
- Development of integrated Equipment Services
- Development of Enhanced Reablement models
- Developing Community Models of health and care
- Developing a joint approach to End of Life Care
- Developing joint strategies for Mental Health – both children and adults

Work and thinking is also taking place on the potential to development more integrated approaches to; continuing healthcare and personalisation.

A brief overview of the key priorities is set out below.

3. Gateway to Care

There has been agreement to move to a single point of contact for a number of health and social care services to improve pathways, efficiency and outcomes for people. It was agreed to build on the current Gateway to Care model and develop an integrated health and social care single point of access to be known as Gateway Plus.

In February 2018 a multi-stakeholder event was held to receive feedback to support the scope of Gateway Plus. This has resulted in the scoping of current and future state, outcomes and benefits. A multi-agency project group has been established with three Task & Finish Groups reporting to it: service model, operational delivery, IT and telephony.

The service will improve responsiveness and provide clarity for customers by having one contact for their health and social care needs. The new Gateway Plus service will operate longer hours during the week and will introduce weekend hours, to accommodate increased volumes and improve access for the public.

High level service model timeline:

- Initial model and costed options – March 2019
- Phase 1: Mar 2019 – May 2019 – work with staff and initial pathway development
- Phase 2: May 2019 – Sept 2019 to include District Nursing, End of Life and Community Matrons
- Phase 3: Oct 2019 – Feb 2020 to include QUEST

4. Integrated Equipment Services

A full review of the Community Equipment Service took place during Jan-July 2018. This included looking at internal processes, systems and key stakeholder consultations. The review identified regional and national areas of good practice, with a focus on the variety of delivery models employed.

Findings from the review were discussed by ICE and the ICE Operational Group during October and November 2018 after which a decision was made at the December 2018 ICE Operational Group to fund the implementation of a new IT system for the Loan Store.

Please see part B of the report for a more detailed update.

5. Reablement

The aim of this project is to provide a step down community provision (through appropriate rehabilitation and reablement services) in Calderdale. Through services and staff working differently to facilitate a smoother transition from hospital to community services this enhanced model of care will more accurately reflect the needs of the patient. This project will further contribute to reducing delayed discharges and improve patient outcomes.

Identified rehabilitation patients, where an acute setting is no longer required, are expected to benefit from receiving their care closer to home through patient centred support services, designed to improve patient recovery and resilience.

6. Development of Community Services

Through the engagement and consultation process, the residents of Calderdale have told us that they wanted more services delivered in community settings, closer to where they live to help them stay well and independent. Delivering care closer to home is our contribution to achieving the vision set out in Calderdale Cares.

The CCG published its prospectus for Care Closer to Home in January 2019. The prospectus asks current providers of statutory and third sector services to coalesce around a set of health outcomes and develop alliance approach to delivering care. This work is being undertaken within the context long-standing commitments around Calderdale Cares and Locality working and more recent publication of the NHS Long-Term Plan and New GP contract. A group representing providers and commissioners within Calderdale have begun to meet to further develop their intentions. The Group meets again formally in March to develop a full scope and timelines further to a workshop held in February 2019.

7. End of Life Care

The Gold Standard Framework for EOL care is now being trialled across 5 practices in Calderdale as well as at Overgate Hospice. The framework provides a structure to support services to manage a person's end of life care. Following learning from the 5 early adopters, a roll-out plan will be developed for all practices in Calderdale who are willing to be part of the initiative.

As key element of the work of the new GTC will be to support access to appropriate EOL pathways, this provides a vital opportunity for improve timely access to services to support people at home wherever possible.

Implementation of the EPaCCS (Electronic Palliative Care Coordination System) is also a key element of this work, seeking to increase the number of palliative people are being registered on the EPaCCS system. Currently the focus is on SystmOne practices, because of functionality

issues with EMIS. Currently 30% of patients on GP Palliative Care Registers are on EPaCCS, with an ambition to double this number in the next 12 months. CHFT are trialling the use of EPaCCS and work is being undertaken with EOL Social Workers to improve access to the system.

Benchmarking data provides a baseline from which Calderdale will measure improvements in EOL care, and a local dashboard will provide a view of performance improvement locally, including people who die in their preferred place of death, number practices delivering the GSF and a number of other indicators.

A full timeline for the work is currently in development, and will include the work areas identified above.

8. Mental Health

CMBC and the CCG are in the process of developing a joint strategic direction for adult mental health, and considering the capacity needed to deliver this strategy. The work will include identification of a place-based forum with oversight of delivery. This strategy will look at all age mental health, and will include:

- Prevention
- Early intervention
- Treatment (highest quality and standard providing the best opportunity for recovery and increasing independence)
- Long Term and Complex Needs; reduce the number of high cost out of area placements and ensure care is provided close to home
- Making Recovery a Reality

The Local Transformation Plan Refresh (Year 4) for Children and Young People was submitted and approved by NHS England. Since 2015 we have utilised our Local Transformation Plan funding to work with partners and stakeholders to implement new and innovative approaches to help us to meet our 2020 ambitions which are outlined below against the FiM key themes.

Theme 1 - Promoting resilience, prevention and early intervention for the mental wellbeing of children and young people:

We will have developed robust and sustainable approaches to early intervention across a range of services including schools which are able to provide advice, guidance and support to children and young people reducing the need for them to access targeted and specialist services.

Theme 2 - Improving access to effective support - a system without tiers:

We will have implemented a system built around the needs of children, young people and their families offering choice and control, intervening early and building long term resilience. Waiting times will be in line with national guidelines, with clear pathways in place and effective transition to adult services.

Theme 3 - Caring for the most vulnerable:

Our most vulnerable children and young people will receive effective and timely support and staff within teams supporting vulnerable groups will be equipped with new skills and work seamlessly with our CAMHS providers to effectively support these children and young people.

Theme 4 - Accountability and Transparency:

We will have agreed approaches to integrated commissioning and aligned budgets across health and social care for mental health services for children and young people ensuring our work

involves children and young people in a meaningful way.

Theme 5 - Developing the workforce:

We will have ensured the development and planning for the implementation of a comprehensive CAHMS workforce development strategy in line with CYP IAPT and an understanding of the skills and training needs of the wider children and young people's workforce with plans to address these.

9. Future Role Of ICE

From its inception there has been an aspiration to continue to strengthen our joint commissioning arrangements through the development of a first Joint Commissioning Strategy. A timeline is being developed for this work.

Governance leads in both organisations have been considering the future role of ICE. They have reviewed the national picture regarding integrated governance arrangements, and are currently considering the opportunities for Calderdale. The next steps in this work are:

- Establish governance timeline – due May 2019
- Develop draft governance map, terms of reference and scheme of reservation and delegation for further discussion
- Identify any consultation requirement on proposed arrangements
- Carry out due diligence on legality and identify any amendments to the partnership agreement and CCG Constitution

Part B This report is providing a more detailed update on the Integrated Community Equipment Store/Service

A whole system review of the Community Equipment Store/Service took place between January and July 2018. This included a review of internal processes, management systems, service delivery and key stakeholder consultations. The review also identified regional and national areas of good practice, with a focus on the various delivery models employed.

In addition, the review has formed part of a wider System Recovery Plan (SRP) for equipment between Kirklees and Calderdale to investigate and release efficiencies and savings through cross boundary working.

The current loan store provider is Calderdale and Huddersfield Foundation Trust (CHFT), which has created a subsidiary company called Calderdale and Huddersfield Solutions (CHS). The loan store contract has transferred to this new enterprise, along with other services including the procurement function.

Findings from the review were discussed by ICE and the ICE Operational Group during October and November. A decision was reached to fund the implementation of a new IT system for the Loan Store (£40,121) in order to progress the project and enable future savings to be achieved. Future year's maintenance of the system will sit with Calderdale and Huddersfield Solutions (2 x £23,535).

1. Progress to date

The recommendations accepted and approved at the ICE Board have now been formulated into a comprehensive implementation plan. The main focus of the implementation plan is to:

- Purchase and install a new loan store management IT system

A task and finish group has been created to drive the purchase and implementation of a new loan store IT system. Members of the group include technical officers from key partners. The group has completed a system specification and forms the basis for negotiations with software suppliers regarding system requirements. Introduction of a new management system will generate efficiencies and direct savings in terms of operational costs and equipment purchasing. The new system will have 'self serve' functionality and will facilitate wider savings across partners and stakeholders. An automatic messaging service will see improved customer service which will confirm scheduled delivery date and confirmation delivery has been dispatched. A target of 24th June has been set for the new system to go live.

- Rationalise equipment suppliers through the introduction of a dedicated supplier framework

There are a number of existing dedicated loan store supplier frameworks in operation nationally. A task and finish group has been formed to identify and adopt an appropriate supplier framework which effectively meet the needs of Calderdale's loan store. The task group has already identified and considered several suitable supplier frameworks with the potential to generate 2% to 10% (£23,000 - £115,000) savings in relation to equipment costs. Initial discussions have started to take place with framework providers including YPO. Efficiencies will be gained from a streamlined procurement process, resulting in reduced operational costs and savings from effective stock management. Timescale is to have the supplier framework in place by 1st April and embedded by the end of May 19.

- Warehouse reconfiguration and stock

Purchase of a new loan store management IT system and introduction of a new supplier framework will require a major reconfiguration of the loan store warehouse. It will also require a review of all equipment to decommission obsolete equipment. A task and finish group has been created which is made up of key professionals including occupational therapists, district nurses and representatives from teams such as Gateway to Care.

- Transfer key safe and grab rail installation function from Loan store to Handy Person Service

Currently there is duplication of service for the installation of key safes and grab rails, conducted by both the loan store and the Council's Handy Person service. This is not a core activity of the loan store, and therefore, to remove duplication will be transferred to the Handy Person service. This will enable the loan store to focus on core activities. Again, a task and finish group has been formed to ensure the effective transfer of this service. The group is in the process of calculating the cost of the service to ensure the effective transfer of budgets. The timescale for this to be in place is 1st July (subject to agreement of the transfer of appropriate budgets).

2. Key milestones and next steps

There are a number of key milestones to be achieved for the project and these are summarised below:

Milestone/Enabler	Planned	Actual	RAG
Novate existing loan Store contract to CHS	31-03-19		
Processes in place to approve special and high value orders	31-03-19		
Equipment Advisory Group (EAG) established	01-04-19		
Warehouse Reconfiguration	31-05-19		
Procurement – YPO framework implemented and embedded	31-05-19		
IT System training	15-06-19		
IT System Purchase and Implementation	24-06-19		
Communications	30-06-19		
Finances: order approval/authorisation process in place	30-06-19		
Moving services to the Handyperson Service	30-06-19		

The next steps over the coming months will include:

- Work to continue with CHS and identified software supplier to procure and implement IT system.
- Further meeting with YPO to discuss a framework approach to purchasing equipment. Summary of equipment purchases for 2017/18 has been submitted to YPO to establish potential savings achievable from a supplier framework.
- Finalise budgets for transfer to the Handyperson Service regarding grabrails/handrails/key safes.
- Terms of Reference document for the Equipment Advisory Group (EAG) to be agreed and signed off by ICE Operational Group.
- Further work for a Service Level Agreement between principal partners (CHS, CCCG and CMBC) to take place.
- Meetings set up with key stakeholders to bring them up to date with progress and communicate changes.
- Development of a communications plan.