

Committee	Dated:
Health and Social Care Scrutiny Committee	1 May 2018
Subject: Integrated Commissioning Programme – Health and Social Care	Public
Report of: Andrew Carter, Director of Community and Children’s Services	For Information
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Summary

The City of London Corporation entered into integrated commissioning arrangements with City and Hackney Clinical Commissioning Group to commission together across health, public health and social care. These arrangements began in April 2017.

This report updates Members on the progress of the integrated commissioning programme and two current key pieces of work within it – the development of a local integrated care model (the neighbourhood model) and the pooling of budgets for Continuing Health Care and Adult Social Care.

Recommendation

Members are asked to:

- Note the progress of the integrated commissioning programme for health and social care and the two current key pieces of work within it.

Main Report

Background

1. The City of London Corporation entered into integrated commissioning arrangements with City and Hackney Clinical Commissioning Group (CCG) in April 2017 to commission together across health, social care and public health. The London Borough of Hackney also entered into similar but separate arrangements with the CCG.
2. The aim of the integrated commissioning arrangements is to reduce duplication and silos of service, make the best use of combined resources and improve health and wellbeing outcomes for the local population.

3. The original proposal included the pooling of all relevant budgets across health, social care and public health into one budget. However, at the direction of NHS England, partners have agreed an incremental approach to the pooling of budgets.
4. A governance structure was established and includes 4 workstreams to deliver work focused on transforming services. The four workstreams are unplanned care, planned care, prevention and children, young people and maternity services.
5. There is also a Transformation Board which consists of Senior Officers from across the health and care system who make recommendations to the Integrated Commissioning Board (ICB). The ICB includes three City of London Corporation Members who form an integrated commissioning sub-committee of the Community and Children's Services Committee.

Current Position

6. The workstreams have been meeting for some time and have a number of priorities that they are working to deliver. These are summarised below.

Workstream	Priorities include...
Unplanned Care	<ul style="list-style-type: none"> - Delivery of urgent care - Reducing Delayed Transfers of Care - Development of the Neighbourhood model (see below)
Planned Care	<ul style="list-style-type: none"> - Pooling of Continuing Health Care and social care budgets (see below) - Transformation of Outpatient Services - City of London Community Health Services - Housing and Health
Prevention	<ul style="list-style-type: none"> - Making Every Contact Count - Smoking cessation and alcohol reduction - Workplace health
Children's Young People and Maternity	<ul style="list-style-type: none"> - Improving emotional health and wellbeing - Strengthening the offer of support for vulnerable groups - Improving the offer of care in maternity and early years

5.1 *Development of the Neighbourhood Model*

- 5.1.1 The neighbourhood model is an integrated care model at a local level based around GP services. Each neighbourhood is based on groups of practices with a registered population of between 30,000 and 50,000. There are eight neighbourhoods across City and Hackney and the Neaman Practice is in the South West 2 neighbourhood.
- 5.1.2 There will be a neighbourhood management group consisting of GPs in the neighbourhood and an operational model that will be put in place. This allows neighbourhoods to tailor and focus services more on their specific neighbourhoods. Given the unique situation of the City and the Neaman Practice, the operational model will be bespoke for the City of London.
- 5.1.3 Work is currently underway to consider what the operational model will look like for the City of London / Neaman practice and considerations include:
- The social work input into the Neaman Practice
 - What services the Neaman may wish to call upon from the wider neighbourhood for example geriatrician services
 - How the voluntary sector can play a prominent role in the neighbourhood and how existing community support services can be drawn into the integrated approach
- 5.1.4 Development of the neighbourhood model is phased, and the first neighbourhood will go live in August 2018. As the neighbourhood model develops and matures there will be more opportunities to build stronger links with other services such as housing and schools.

6.2 *Pooled budgets for Continuing Health Care and Adult Social Care packages*

- 5.2.1 In February 2018, Members of the Integrated Commissioning Sub-Committee endorsed the pooling of Continuing Health Care (CHC) budgets and adult social care packages. This was then agreed by the Community and Children's Services Committee in April 2018.
- 5.2.2 The funding to be pooled is a proportion of the total CCG CHC budget, the budget for City of London Corporation adult social care packages (home care and accommodation-based support) and a contribution of funding for commissioning and brokerage support.
- 5.2.3 The pooling of the budgets also requires a number of processes and procedures to be put in place to facilitate decision making around the pooled budget. The development of this will start shortly but there are a number of specific considerations for the City of London Corporation. These include:
- How the existing decision-making structures within the Department may need to change

- How the needs of residents registered with a Tower Hamlets GP who require CHC will be considered

Risk Management

7. The integrated commissioning programme has its own risk register. Workstreams are responsible for raising the risks for this risk register and red risks are reported to the ICB each month.
8. Any large transformation project also has its own risk register.
9. The City of London Corporation manages any integration risks specific to the organisation through the internal Integration Programme Board.
10. The pooling of budgets for CHC and adult social care packages will be governed by a S75 agreement which will include a new risk share agreement.

Corporate & Strategic Implications

11. One of the key priorities of the Corporate Plan 2018-2023 is to contribute to a flourishing society with people enjoying good health and wellbeing.
12. Health and social care integration is an action of the Department of Community and Children's Services Business Plan.
13. Health and social care integration is a priority in the Joint Health and Wellbeing Strategy.

Implications

Legal implications

14. The Comptroller & City Solicitor has been involved throughout the development of the integrated commissioning arrangements and the associated legal agreements.

Financial implications

15. The specific financial implications related to pooling of budgets are set out in the committee report under background papers.

Procurement implications

16. The Procurement Team have been consulted throughout on the proposals for integrated commissioning. As proposals develop, procurement will be involved in further discussions.

Health Implications

17. One of the key objectives of the integrated commissioning arrangements is to

improve health and wellbeing outcomes for the residents of the City of London and Hackney.

Equalities Implications

18. An Equalities Analysis was carried out as part of the development of the overall integrated commissioning arrangements. Analysis is also carried out as part of business cases for specific proposals, such as the new approach to commissioning and funding CHC and adult social care packages. No negative impacts on any particular protected characteristic under the Equality Act 2010 have been identified.

Conclusion

19. The City of London Corporation entered into integrated commissioning arrangements with City and Hackney CCG in April 2017.
20. This report sets out some of the priorities that workstreams are currently working to deliver and provides details on two current key pieces of work – the development of the neighbourhood model and the pooling of budgets for CHC and Adult Social Care packages of care.

Appendices

- None

Background Papers

Community and Children's Services Committee 13 April 2018 Item 5 – Integration of Continuing Health Care and Adult Social Care Budgets

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