



SHEFFIELD HEALTH AND WELLBEING BOARD PAPER

Report of: Laraine Manley, Executive Director Communities, Sheffield City Council and Tim Furness, Director of Business Planning and Partnerships

Date: 25th June 2015

Subject: Sheffield Integrated Commissioning Programme

Author of Report: Liz Howarth, 0114 305 1575

Summary:

The purpose of this report is to provide the Health and Wellbeing Board with an overview of progress on the Integrated Commissioning Programme (ICP). This is a joint commissioning programme between Sheffield Clinical Commissioning Group and Sheffield City Council and supports the delivery of the Sheffield joint Better Care Fund of £270 million. The ambition and commissioning projects outlined in the Better Care Fund were supported by the Health and Wellbeing Board in March 2014.

The ambition is for joint decision making and the commissioning of integrated services and care, resulting in better health outcomes, whilst still allowing both parties to discharge their statutory duty to provide both free NHS care and appropriately means-tested social care.

The report highlights the key progress to date and future milestones and asks the Health and Wellbeing Board to consider some of the challenges and risks to the programme to support the achievement of change for the benefit of the people of Sheffield.

Questions for the Health and Wellbeing Board:

Would the Board be supportive of a wider review of system governance arrangements, to ensure that the ICP is properly aligned with other major pieces of work such as the Prime Minister's Challenge Fund?

Recommendations:

It is recommended that the Health and Wellbeing Board:

- Notes the progress made to date with the ICP
- Recognises the continued ambition for joint working across health and social care
- Recognises the scale and pace of change required in challenging financial climate
- Supports further work to be carried out on the partnership governance arrangements.

Reasons for Recommendations:

- The ICP is a 3 year programme which is a very ambitious joint programme and requires system leadership and change across organisations
- The starting point for the ICP and joint commissioning will evolve and the supporting system and partnership governance needs to enable the change to take place.

Background Papers:

- Sheffield Better Care Fund submission:
<https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board/what-the-board-does/priorities/integration.html>.
-

SHEFFIELD INTEGRATED COMMISSIONING PROGRAMME

1.0 SUMMARY

The purpose of this report is to provide the Health and Wellbeing Board with an overview of progress on the Integrated Commissioning Programme (ICP). This is a joint commissioning programme between Sheffield Clinical Commissioning Group (CCG) and Sheffield City Council and supports the delivery of the Sheffield joint Better Care Fund of £270 million. The ambition and commissioning projects outlined in the Better Care Fund were supported by the Health and Wellbeing Board in April 2014.

The ambition is for joint decision making and the commissioning of integrated services and care, resulting in better health outcomes, whilst still allowing both parties to discharge their statutory duty to provide both free NHS care and appropriately means-tested social care.

The report highlights the key progress to date and future milestones and asks the Health and Wellbeing Board to consider some of the challenges and risks to the programme to support the achievement of change for the benefit of the people of Sheffield.

2.0 WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE?

The ICP has set out its aims to:

- Achieve better outcomes for local people
- Ensure service users have a seamless, integrated experience of care, recognising that separate commissioning can be a block to providers establishing integrated services
- Achieve greater efficiency in the delivery of care by removing duplication in current services and evidenced based value for money services
- Be able to redesign the health and social care system, reducing reliance on hospital and long term care so that we can continue to provide the support people need within a reduced total budget for health and social care.

This programme is a significant vehicle for change across health and social care and is designed to provide more care outside hospital and supports the direction of travel to more integrated care between health and social care, more self-care and promotion of greater interdependence. The programme is being designed and delivered in a very challenging financial environment, and both the Council and CCG have agreed to and committed to the principle that acting as “one virtual organisation” will provide greater opportunity and benefits for local people within the financial and economic climate.

3.0 MAIN BODY OF THE REPORT

Sheffield City Council and Sheffield CCG have established an ambitious integrated commissioning programme to be delivered over a 3 year period which supports the delivery of the £270m Better Care Fund. Last year the ICP was a shadow year of design and

programme development and this year the programme is moving into joint commissioning at scale and programme delivery.

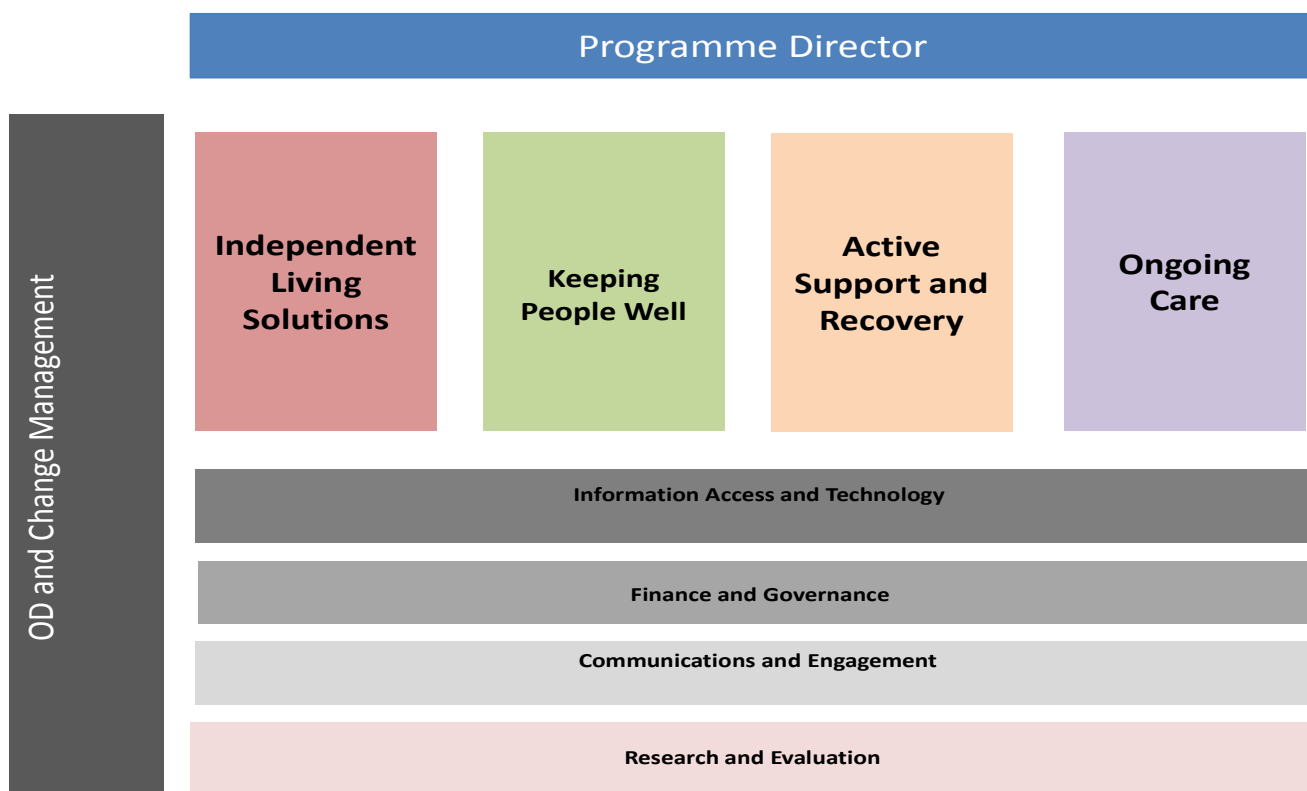
At this stage of the programme the focus is on support for adults in recognition of the scale and ability to manage such a large programme of change. Whilst the link and interdependencies with Children’s services, especially Transitions, is recognised, the programme has needed to focus on adult services in the first instance in order to manage the programme of work.

As part of the programme development, the CCG and Council commissioned a strategic review, carried out by Deloitte, to confirm and challenge the scale and ambition of the programme which is now being incorporated into a joint commissioning plan and Medium Term Financial Strategy.

One of the key recommendations from the Deloitte report was to develop the involvement of provider input into the programme which has been addressed in the design of solutions and governance. A co-design approach has now been established and the programme governance has been reviewed and evolved to involve providers onto the revised programme board. There is the opportunity for further work on the system governance to support partnership working into the future which is highlighted in this report.

3.1 Progress to date

The programme has established four work streams, which will be developed, and further work streams may be established to meet the aims the programme. The programme work streams are outlined below with some work streams acting as enabling work streams across the programme areas.



















The workstreams are at different stages of design and delivery, which reflects the phasing of the programme and the scale of some of the workstreams, such as the need for some of workstreams to redesign and agree future models of support and care across the city which are significant tasks to undertake.

Highlights of progress made are outlined below:

Work stream	Key Progress	Key Actions
Independent Living Solutions	<ul style="list-style-type: none"> Completed tender process for equipment Awarded contract to British Red Cross Rollout underway 	<ul style="list-style-type: none"> Revising scope for the work to link to telehealth/care
Keeping People Well	<ul style="list-style-type: none"> Recruitment of new staff completed Evaluation tender published and awarded Roll out of model underway 	<ul style="list-style-type: none"> Consideration of evaluation and future commissioning strategy
Active Support & Recovery	<ul style="list-style-type: none"> Agreed approach with providers and workshop sessions underway to agree the future model for AS&R 	<ul style="list-style-type: none"> Clarify commissioning approach
Ongoing Care	<ul style="list-style-type: none"> Agreed process redesign approach Developing operational plan 	<ul style="list-style-type: none"> Operational plan to be agreed
Information	<ul style="list-style-type: none"> Agreed system principles Agreed design authority function 	<ul style="list-style-type: none"> Link to new AS&R model and potential for technology as part of new solutions
Finance and Governance	<ul style="list-style-type: none"> Agreed and signed off Section 75 Working on system incentives, pricing and payment 	<ul style="list-style-type: none"> Work on system incentives, pricing and payments Medium term financial strategy
Communications and Engagement	<ul style="list-style-type: none"> Agreed design concept and developing communication materials Developed joint communications plan 	<ul style="list-style-type: none"> Roll out communications plan

3.2 Milestones for 2015

The high level milestones below indicate some of the key areas of work this year and decision points that need to be made. In particular, the joint approach to commissioning will need to evolve and be reviewed in light of the provider market and strategic direction of providers in Sheffield.

	June 2015	July 2015	August 2015	Sept 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	March 2016
Programme		Medium term financial plan Governance development	Joint commissioning plan	Commissioning Gateway 			Commissioning Gateway 	Phase 3 Development		Joint Commissioning intentions 2016/17 
AS&R	Design workshops 	Specification development  Model testing with PMCF 			Specification published 	Provider response 				Joint Commissioning intentions 
Ongoing Care	Process redesign plan	Operational plan	Operational plan implementation 			Pooled budget review 				Joint Commissioning intentions 
Keeping People Well	Rollout of model			Phase 2 scoping		Evaluation 				Joint Commissioning intentions 
Independent Living Solutions	Contract management starts	Rescoping					Budget setting 			Joint Commissioning intentions 

3.3 Challenges and Risks

3.3.1 Financial Challenges

The ICP is being delivered in a time of immense financial pressure, particularly for the City Council. Both the Council and the CCG have affirmed their commitment to work as “one virtual organisation” to achieve the change required and to maximise the benefits for the people of Sheffield.

Due to the scale and complexity of change involved, and due to the commissioning cycle involved for the range of services, there are shorter term financial decisions that will be need to be made this year to achieve financial balance in 2015/16 and 2016/17. For example, Adult Social Care has a £9m saving to be found this financial year which will need to be addressed either jointly as a health and social care system or on an organisational basis.

The partners are committed to working as a system and making decisions that support the joint direction of travel which needs to be understood and supported by partner organisations and the Health and Wellbeing Board.

3.3.2 Approach to Commissioning

The ICP marks the start of new commissioning arrangements that are being developed and tested as the programme moves forward.

The Executive Management Group has agreed a number of principles to guide the approach to commissioning recognising the complexity and evolving nature of the programme. There is a need to adopt a flexible approach to joint commissioning starting from a collaborative approach with local providers as the foundation for co-design and supporting local provider market.

3.3.3 System Governance

In support of evolving partnership working there is a need to reconsider the governance arrangements and this work has started:

- Established Executive Management Group for commissioners to oversee the joint commissioning plan and section 75 agreement
- Revising the ICP Board to include providers
- Established collaborative arrangements with providers for the co-design of future models.

These developments are a step in an evolving governance framework, and there is further work required to clarify the accountability and to align a number of key programmes that exist across the city.

4.0 QUESTIONS FOR THE BOARD

Would the Board be supportive of a wider review of system governance arrangements, to ensure that the ICP is properly aligned with other major pieces of work such as the Prime Minister's Challenge Fund?

5.0 RECOMMENDATIONS

It is recommended that the Health and Wellbeing Board:

- Notes the progress made to date with the ICP
- Recognises the continued ambition for joint working across health and social care
- Recognises the scale and pace of change required in challenging financial climate
- Supports further work to be carried out on the partnership governance arrangements.

6.0 REASONS FOR THE RECOMMENDATIONS

- The ICP is a 3 year programme which is a very ambitious joint programme and requires system leadership and change across organisations
- The starting point for the ICP will need to evolve and the supporting system and partnership governance needs to enable the change to take place.