



Integrated Commissioning Board
Work Programme- December 2017 to April 2019
Update – September 2018



Priority area	Actions	Target date	Update
<p>1 Refresh the JSNA and the Health & Wellbeing Strategy</p> <p>Both documents form the framework for prioritising and shaping joint work programmes to address needs and transform services in Bromley</p>	<ul style="list-style-type: none"> Production of the JSNA Evaluation of the JSNA and HWB Strategy development [commencing in Jan 2018] HWB Board to agree the process for the HWB Strategy refresh Production of the HWB Strategy 	<p>Feb 2018</p> <p>March 2018</p> <p>March –May 2018</p> <p>Sept 2018</p>	<p>The JSNA has been published and it is available on the LBB website.</p> <p>Evaluation completed & presented to the HWB Board in June.</p> <p>Process for updating the Health and Wellbeing Strategy agreed by HWB Board in June.</p> <p>In progress.</p>
<p>2 Develop an Integration & Transformation Strategy for Bromley</p> <p>Production of the strategy to promote integrated health & care commissioning and services as we progress towards the creation of an Integrated Care System/Partnership</p>	<ul style="list-style-type: none"> Case for Change document produced Integration Strategy endorsed through appropriate LBB/CCG governance Review of Section 75 agreement 	<p>March '18</p> <p>May '18</p> <p>July '18</p>	<p>Draft 2020 Strategy prepared and scheduled for ICB consideration.</p> <p>In progress – completion rescheduled for December 2018</p> <p>Section 75 reviewed and updated. Formal approvals/governance in progress</p>
<p>3 Develop Joint Commissioning Strategies</p>	<p>Phase 1:</p> <p>Joint strategy for older adults</p> <ul style="list-style-type: none"> Production of High level Strategy for endorsement and further engagement Review integrated model of service required Review the frailty pathway, including joint approaches to enable people to leave acute care promptly with an appropriate range of intermediate care or longer term services in place. Review range of provision (including transfer of care 	<p>June 18</p>	<p>Development of Bromley 'Ageing Well' Strategy in progress.</p> <p>Extensive programme of public engagement undertaken over the summer '18</p>

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	bureau, discharge to assess, reablement, rehabilitation and intermediate care services) to enable appropriate care pathways for Bromley residents. <ul style="list-style-type: none"> • Review provision of telehealth and telecare • Finalised Draft Strategy • Strategies endorsed through appropriate LBB/CCG governance 	Dec 18 January 19	Review of relevant service areas undertaken through the summer '18 – for operational delivery through 18/19 and to support longer term strategic development. Draft Strategy to be delivered by January 19 for approval.
	Joint strategy for adult mental health services <ul style="list-style-type: none"> • Production of High level Strategy for endorsement and further engagement • Finalised Draft Strategy • Strategy endorsed through appropriate LBB/CCG governance 	June 18 Oct 18 Nov 18	The Mental Health Strategic Partnership Board agreed priorities including integrated working and development of Single Point of Access (April '18). Draft strategy currently under review by MH Strategic Partnership Board Formal approvals anticipated November 2018
	Phase 2: <ul style="list-style-type: none"> • Future programme of integrated strategies to be determined by ICB at Sept meeting 	Sept 18	Integrated Learning Disability Strategy in discussion for production by approx. April 19
4 BCF and IBCF – joint management, prioritisation and oversight Both programmes are in support of sustainable service delivery and the transformation of models of care	<ul style="list-style-type: none"> • Review spend and delivery on BCF to date • Quarterly reporting to NHSE & updates to ICB • Develop proposals for investment of BCF/IBCF against agreed joint priorities for 2018/19; 	Quarterly Quarterly From April 18	BCF spend, commitments and delivery regularly reviewed at ICB Quarterly reports completed and reported to H&WB Board BCF investment plan/priorities for 18/19 recommended by ICB for approval.

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<p>5 Develop an integrated commissioning framework</p> <p>Develop systems and processes to integrate performance reporting, outcomes measurement and quality assurance across jointly commissioned services.</p>	<ul style="list-style-type: none"> Joint review of contract registers and identification of opportunities for integrated working. For all (a) jointly commissioned services and (b) services requiring joint contract management, the development of an integrated framework for: <ul style="list-style-type: none"> Information exchange Performance management Oversight of quality and safety Agreeing direction of travel for service development Develop joint arrangements to enable best practice and innovation in service procurement across agencies wherever possible. Strengthen local arrangements/joint protocols to procure and monitor individual care placements (in or out of borough), sharing resources and expertise across health and social care in an integrated approach. 	<p>January '18</p> <p>April '18</p> <p>June '18</p> <p>June '18</p>	<p>LBB and CCG contract registers refreshed and shared.</p> <p>Opportunities for joint approaches to contract management under review.</p> <p>Review of Section 31 underway. LBB Oxleas contract management will be incorporated into the existing CCG Contract Monitoring to become a joint contract management arrangement.</p> <p>Information sharing agreements across the Health and Care economy under review.</p> <p>Bromley Y contract currently jointly monitored</p>
<p>6 Integrated Governance</p> <p>To support the integration of services and delivery of the agreed work programme.</p>	<ul style="list-style-type: none"> Review of Governance completed Deliver new Integrated Commissioning Board Deliver new Commissioning Network (Delivery Group) Design and agree ICB work programme for period to April 2019 Implement agreed work programme and report progress/exceptions at each meeting of ICB. 	<p>October '17</p> <p>December '17</p> <p>December '17</p> <p>December '17</p> <p>Ongoing</p>	<p>LBB & CCG have approved a development programme for Integrated Commissioning (July 2018) – covering scope, governance, leadership and workforce.</p> <p>Development plan in progress.</p>
<p>7 Integrated Information Systems</p>	<ul style="list-style-type: none"> Develop the 'digital roadmap' which will enable more effective integrated working and information systems 	<p>June '18</p>	<p>The roadmap is in place as part of the SE London STP. LBB working with the CCG and represented on LDR Groups</p>

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<p>8. Special Educational Needs and Disability (SEND):</p> <p>Support multi-agency implementation of SEND reforms</p> <p>Ensure health elements in place and fully operational.</p>	<ul style="list-style-type: none"> • Appoint to vacant Joint Commissioner – Children/SEND post • Develop/clarify joint commissioning strategy for SEND, including transition to adult services, & secure joint endorsement at ICB • Health – appoint SEND health lead (fixed term) to lead a programme of review and improvement. • Health - implement improvement programme across local NHS organisations to enhance service provision, systems and processes, and readiness for expected SEND inspection. 	<p>January '18</p> <p>June '18</p> <p>November '17</p> <p>Nov '17 to Nov '18</p>	<p>Completed</p> <p>Vision and priorities document, with associated work plan agreed. Joint Commissioning strategy In progress</p> <p>Appointed November '17 for 12 months, now extended until March '19. Full time, permanent SEND DCO appointed by the CCG (Sept '18)</p> <p>In progress – action plan in place.</p>
<p>9. Review Children and Mental Health Services (CAMHS) provision</p>	<ul style="list-style-type: none"> • Co-production of future service model for Tier 2 and Tier 3 • Tier 3 specification • Tier 2 strategy and specification • Plan/implementation of required procurements (e.g.Tier 2) to mobilise services (from July '18) 	<p>June '18</p> <p>June'18</p> <p>April 19</p>	<p>Insight phase now concluded and progressing co-design of future service model, system and care pathways.</p> <p>Proposing to develop a network/ Alliance model of delivery into 2019. Programme of CAMHS service improvements via investment of transformation funds in progress.</p>
<p>10. Review Speech and Language Therapy (SALT) provision</p>	<ul style="list-style-type: none"> • Support and enable maintenance of services into schools from 1st December '17 to July '19 via contract agreement with Bromley Healthcare and utilisation of existing and BCF resources in the short term. • Plan and commission appropriate longer term service model for SALT in schools • Procure new service model and implement by September 2019 	<p>December '17 to July '19.</p> <p>Sept/Oct '18</p> <p>Oct '18 to Sept '19</p>	<p>Delivery of service into schools for academic year 2018/19 agreed.</p> <p>Future service model planning, resources and procurement programme in progress for September 2019.</p>

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<p>11. Health capacity and support for Children's services:</p> <p>Clarify requirements and ensure sufficient health capacity available to support child safeguarding, looked after children, fostering and adoption assessment and care planning processes.</p>	<ul style="list-style-type: none"> Undertake a review of health capacity and resources directed towards support for child related safeguarding, LAC, panels, assessment and care planning processes. Report to ICB and implement any agreed changes. Further review the design and delivery of the LBB commissioned health support to schools service, implementing agreed short-term additional capacity in 2018/19 and bringing forward proposals for maintaining future service coverage & capacity. 	<p>May '18</p> <p>June '18</p> <p>Progress report – June '18</p> <p>Future plan – November '18</p>	<p>Ongoing collaboration and joint review to ensure appropriate capacity provided.</p> <p>The proposal for the future of Health Support to Schools service has been developed and is under discussion within the LBB governance process. Executive decision pending.</p>
<p>12. Maintain & extend the Integrated Care Networks (ICNs)</p> <p>ICNs are the focal point for shared service delivery around individual patients by local multi-disciplinary teams</p>	<ul style="list-style-type: none"> CCG appoint a permanent Head of Integrated Care Programme Manager Maintain, develop and performance manage the existing proactive care ICNs, measuring and reporting on: <ul style="list-style-type: none"> Impact on emergency admissions (including emergency admissions of clients unknown to MDTs) Impact on social care packages/costs Impact on service users signposted to Bromley Well Develop integrated care/ICNs in the areas of: <ul style="list-style-type: none"> Heart failure Respiratory care End of life care Integrated therapies Care homes (a component of programme 4.1 below) Learning disabilities 	<p>February '18</p> <p>Review at each ICB</p> <p>Sept 18 onwards</p>	<p>Appointed February '18</p> <p>Delivery and performance oversight undertaken by the Integrated Care Systems Board</p> <p>Integrated Care Systems work programme broadened to include these areas within 2018/19, but with a priority focus on integrated approaches to enhancing urgent & emergency care services.</p>
<p>13. Progress the development of an Adult Mental Health Services Integrated Care Partnership</p> <p>To integrate health, social care & wellbeing services</p>	<ul style="list-style-type: none"> Consider potential for a MH Integrated Care System at Mental Health Strategy Board. Establish a multi-agency task and finish group to scope potential for MH ACP. Draft proposals to MH Strategy Board & ICB Organisational governance processes 	<p>January '18</p> <p>May '18</p> <p>June/July '18</p> <p>From Sept '18</p>	<p>The Mental Health Strategic Partnership Board held a workshop on 24th April to consider Integrated care opportunity. Agreed to include MH in Integrated Care priorities/work programme and to prioritise work on the Single Point of Access model. Links to development of MH</p>

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14. Deliver the Discharge to Assess (D2A) Pilot	<ul style="list-style-type: none"> • Commence implementation of ACP for MH • Deliver pilot and assess impact • Produce recommendations and report to ICB for future discharge model 	April '18	<p>strategy (item 3, above).</p> <p>Pilot delivered (17/18). Performance reviewed and continuation of the initiative for 2018/19 agreed. Multi-agency Programme Board established to oversee progress and performance.</p>
15. Support a review of Occupational Therapy services	<ul style="list-style-type: none"> • Prioritise initiatives to ensure sufficient capacity to meet demand within social care/LBB and to address length of waits/backlog • Scope strategic opportunities for an integrated OT service across health & social care. 	<p>Nov'17 – Feb '18</p> <p>April-June '18</p>	<p>Internal LBB review completed.</p> <p>Proposal in development following completion of LBB internal review</p>
16. Domiciliary Care Commissioning	<ul style="list-style-type: none"> • LBB strategic commissioning review of Dom Care to commence February 18 – to incorporate • Joint review of market capacity across LBB and CCG • Exploration of joint commissioning • Development of joint market management arrangements regardless of whether joint commissioning undertaken • Governance/decision making 	<p>February – Sept 18</p> <p>October 18 onwards</p>	<p>LBB contract extended until August 2021.</p> <p>New LBB/CCG strategic board meeting on 19/9/18.</p> <p>Service design finalised by June 19</p> <p>Tendering new model from July 19</p>

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17. Care Homes	<ul style="list-style-type: none"> • Establish a joint Programme Board and work streams to support Care Homes initiative • Workstream leads to develop programme of activity and milestones for Board discussion and approval <p>Work Stream 1 – Strategy</p> <ul style="list-style-type: none"> • Develop a joint commissioning strategy for services from care homes based on a clear assessment of future needs, capacity requirements and identification of barriers to change and innovation • Joint review of market capacity and development of joint market management arrangements. • Integrated approach to Market Position Statements for frail elderly care <p>Work Stream 2 – Health and Social Care Offer</p> <ul style="list-style-type: none"> • Determine the model health and social care offer to care homes in the borough, built around 3 local networks of multidisciplinary support, advice and care - to include primary medical services and medicines management. • Work with care homes to enable people to receive managed care in their home environment, to include end of life care, reducing the number of inappropriate emergency admissions to hospital. <p>Work Stream 3 – Quality</p> <ul style="list-style-type: none"> • Develop and implement a joint approach to quality and safety within care homes to enable a consistent standard of service provision. to include workforce development, training and support programmes, robust safeguarding practices, and quality measurement and improvement 	<p>Nov '17</p> <p>March '18</p>	<p>Care Homes Programme Board established. Workstreams & lead roles established. Programme Manager jointly appointed.</p> <p>Programme of activity in place.</p> <p>Reviewing CCG and LBB placements. Exploring options for collaboration in market management and procurement.</p> <p>3 workshops on requirements of health and care offer to care homes held; Future service specification in draft – for completion in November '18</p> <p>New model of GP commissioned support to care homes in procurement.</p> <p>A joint health and social care quality framework being piloted on a collaborative basis</p>
18. Explore business case for procurement of a nursing home in the Borough with full nomination rights for the Council.	<ul style="list-style-type: none"> • Development of business case to determine whether to proceed with consideration of capital investment • Options appraisal (dependent upon business case) 	<p>April '18</p> <p>July 18</p>	<p>Business case produced for discussion with Portfolio Holder (Sept 18). Report under consideration at present.</p>

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19. Promote and extend the scope and take up of direct payments (LBB) and personal health budgets (CCG).	<ul style="list-style-type: none"> • Review of opportunities for integrated systems and processes to support both DPs and PHBs • Health: scope programme of work to broaden PHB offer to wider group of patients and achieve CCG targets 	<p>April 18</p> <p>May '18</p>	<p>In progress – CCG rep now established on Direct Payments project.</p> <p>CCG Personalised Commissioning framework under development.</p>
20. Collaborate on the Transforming Care Programme , ensuring an appropriate range of services are commissioned to meet the identified needs of people with learning disabilities within the borough, including placements outside the NHS.	<ul style="list-style-type: none"> • Produce update of activity and plans for 18/19 • Continue to actively case manage individual clients with TCP, enabling individuals to be appropriately supported outside NHS facilities where possible • Collaborate with health & social care commissioners in SEL to develop joint proposals for local specialist/health provision to prevent out of area placements where possible. 	<p>June ICB meeting</p> <p>Ongoing work</p>	<p>TCP initiatives ongoing.</p> <p>Integrated LD Strategy in consideration for production by Q1 19/20.</p> <p>Engagement with SEL STP developing proposals for future local service options.</p>

Ref: GM/PF – Update Sept.18