



**Brent**

*Clinical Commissioning Group*



## Health and Wellbeing Board

24 January 2018

### Report from the Strategic Director of Community Wellbeing & Chief Operating Officer, NHS Brent CCG

## Focus on New Models of Care – Integrated Commissioning

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	None
<b>Background Papers:</b>	EY Report – Integrated Commissioning in Brent, December 2017
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### 1.0 Introduction

1.1 Brent Council commissioned external consultants EY LLP to work with Brent Council and Brent CCG to:

- Develop a high-level framework for integrating commissioning functions; and;
- Identify options for integrating commissioning in two specific areas, children's therapies and Continuing Health Care (CHC, brokerage element of the service).

### 2.0 Recommendation

2.1 Note the report and comment on the proposals for integration of commissioning between the Council and CCG.

### **3.0 Summary**

- 3.1 Strategically, Brent CCG and Brent Council believe that integrated commissioning is fundamental to the successful delivery of the Brent Health and Care Plan. There is a strong commitment to integrate commissioning functions where they achieve better outcomes for the citizens of Brent. It is recognised that the journey to achieve this is not an easy one and will need to take account of changes within North West London and deal with the complexities of commissioning and procurement. The Council and CCG agreed that external support was required to help define a Brent model and approach for integrated commissioning and to provide an implementation plan to support getting to that agreed state.
- 3.2 Two service areas were chosen for the first phase of integration; children's therapies and Continuing Healthcare (CHC) brokerage.
- 3.3 Brent local area was inspected between 15 May 2017 and 19 May 2017 by the Office for Standards in Education (OfSTED) and the Care Quality Commission (CQC), to gauge how effectively the area is delivering the Special Educational Needs and Disabilities (SEND) reforms contained within the Children and Families Act 2014. The inspection found significant strengths within the local system but also areas requiring improvement, one of which was joint commissioning of children's therapy services. Joint commissioning of children's therapies will ensure there are no gaps between services and will help ensure timely access to services, including for vulnerable groups of children and is an agreed priority for Brent Children's Trust and Health and Wellbeing Board.
- 3.4 Brent Council has a well-established brokerage and placements function serving the council's needs. Locally, work has been taking place to streamline systems and processes as well as better manage the residential and nursing market and associated costs. A single brokerage and placements function across the CCG and Council will enable better use of existing resources, obtain value for money in securing placements and overall improve the quality of outcomes. This is also one of the Better Care Fund (scheme 3) objectives.
- 3.5 Work was completed over a six-week period (November and December 2017) and overseen by a project board consisting of senior officers from both the Council and the CCG. The Board was chaired jointly by the Strategic Director Community Wellbeing Brent Council, the Strategic Director Children and Young People Brent Council and the Chief Operating Officer, Brent CCG.
- 3.6 A high-level goal for each area of work along with a set of suggested measures of progress were developed. The overall goal of this work was to help make improvements to outcomes through better alignment of commissioning in Brent, which would lead to:
- Improved outcomes achieved by commissioned services
  - Greater alignment of services

- Improved value for money
- Improved satisfaction of service users/ patients and relatives
- More effective overall commissioning function.

The attached report is the outcome of this work and outlines detailed findings, and makes recommendations to implement these findings.

#### **4.0 Next Steps**

- 4.1 A high-level framework has been suggested and is intended to allow progress to be made in the medium to longer-term. This will require further discussion and consideration locally and comments are welcomed.
- 4.2 Specific recommendations have been made in the report on how integration within the two operational areas under review can be implemented. In the short term, two operational groups will be established drawing upon existing expertise from both the CCG and Council teams working together and across the existing governance arrangements.

#### **CHC:**

- Council and the CCG will integrate the brokerage, invoicing and contract management function under the management of the Council.
- Council and the CCG will create two additional posts under the Better Care Fund to help improve the quality of care provided in care homes and to link them to broader care pathways.

#### **Children's therapies:**

- Create integrated children's therapies commissioning team led by the Council.
  - Agree memorandum of understanding (MoU) that will draw out what therapy services are provided on which contract to ensure alignment.
  - Provide governance training and internal and external workshops on how integrated team can be effective, linked to specific goals.
  - Develop a three-year plan, agreed by the Children's Trust Board.
- 4.3 A draft project plan has been prepared to guide this work in the short term (up to April 2018), medium term (2018/19) and longer term (2020/21).

#### **5.0 Financial Implications**

- 5.1 A high level overview of the resources required to take this work forward have been mapped out as part of this report and consideration has been given to;
- Time required from existing teams and senior management
  - Project management support where required and,
  - Specialist support (e.g. IT, HR Finance) as may be required.

In the main, resources will largely be sourced internally to ensure local implementation and ownership.

## **6.0 Legal Implications**

6.1 None.

## **7.0 Equality Implications**

7.1 Children with Special Educational Needs and Disability are a vulnerable group. The development of joint commissioning will improve the outcomes for these children.

## **8.0 Consultation with Ward Members and Stakeholders**

8.1 Consultation with all relevant stakeholders remains ongoing.

## **9.0 Property / Human Resources Implications**

9.1 None.

**Report sign off:**

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Strategic Director of Community Wellbeing

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