

## **HEALTH AND WELL-BEING BOARD**

### **16 NOVEMBER 2021**

## **WORCESTERSHIRE INTEGRATED COMMISSIONING EXECUTIVE OFFICERS GROUP (ICEOG) UPDATE**

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### **Board Sponsor**

Councillor Karen May, Cabinet Member with Responsibility for Health and Well-being

### **Author**

Simon Trickett, Chief Executive Officer at NHS Herefordshire and Worcestershire Clinical Commissioning Group (CCG)

### **Priorities**

Mental health & well-being	No
Being Active	No
Reducing harm from Alcohol	No
Other: Commissioning	

### **Safeguarding**

Impact on Safeguarding Children	No
Impact on Safeguarding Adults	No

### **Item for Decision, Consideration or Information**

Information and assurance

### **Recommendation**

- 1. The Health and Well-being Board is asked to note the contents of this report.**

### **Background**

2. The purpose of ICEOG is to progress the integration of NHS, social care, public health and related services for the benefit of Worcestershire residents through the development of strategies, working with delegated budgets, across adults and children's services. This is in the context of the Integrated Care System, Joint Strategic Needs Assessment, Joint Health and Well-being Strategy and other relevant strategic plans across Worcestershire County Council (WCC) and CCG. It further ensures effectiveness, safety and improved experience of services commissioned under the Section 75 Agreement.

### **ICEOG Update**

3. The following provides a brief update on activity for the period April 2021 to end of September 2021. In particular, giving an overview of the impact of the COVID-19 pandemic, the current position, funding, and direction of travel.

## Children's Services

4. ICEOG re-established the Worcestershire Children and Young People's Joint Commissioning Group this year, with membership of the CCG, Children's Services, Adults Service and Public Health. The group co-ordinate the joint commissioning of services within the Section 75 commissioning agreement between the CCG and Local Authority

5. Commissioners have focussed on Autism Diagnostic Service for Children and Young People, known as Umbrella Pathway, access to Mental Health support, and provision to support Speech, Language and Communication Need. An overview of each is set out below. The pandemic restrictions negatively impacted on the needs of the younger population in these areas and the services responded through a range of offers to continue to provide support to children during lockdowns and the subsequent reopening of schools.

6. Autism Diagnostic Service – Umbrella Pathway provided by Herefordshire and Worcestershire Health and Care Trust (HWHCT)

- The key clinical tool to support the assessment requires face-to-face administration to be considered valid. This was paused during the periods of lockdown and school closure.
- Non-recurrent additional investment of £104,374 has supported a redesign of the pathway to ensure all long waiters complete the pathway, a total of 550 children and young people were referred prior to 1<sup>st</sup> April 2021.
- All new referrals will now complete the diagnostic process within six months, the commissioned standard for the service.

7. Mental Health support

- In response to COVID-19 and the resulting restrictions, HWHCT expanded their current support to provide a 24/7 telephone helpline. This provided a single number for anyone with a mental health concern to contact for advice, reassurance and signposting. The number of calls received doubled compared to the same period the previous year.
- The specialist Child and Adolescent Mental Health Service saw a 25% increase in demand. An increase in acuity has been noted with more young people experiencing significant and urgent mental health issues.
- Additional investment has been provided this year to increase the support available at times of crisis and expand the CYP Eating Disorder service.

8. Speech, Language and Communication Needs

- The Speech and Language Therapy Service provided by HWHCT continues to meet the commissioned access target of a maximum of 18-weeks.
- Worcestershire Children First has commissioned for education-based support and outreach for early years language development to ensure a consistency of access across the county.
- The Joint Commissioning Group is reviewing the current pathway from Early Years to Adulthood. This includes universal support through to specialist health and education.

## Adult Service / discharge pathways

9. Discussion on the discharge pathways have been running within Worcestershire for some time.

10. Work on rebalancing the movement of patients/residents between the various parts of the health and care system has been severely challenged during the pandemic and it is largely through 2021/22 that firm project planning has been possible, with significant progress made to date, made possible by ICEOG's agreement to provide an additional £4m of funding to support the transformation, including for the Worcestershire Integrated Community Equipment Services (WCES) run via HWHCT.

11. Pleasingly, progress to date is significant and has been achieved through all partners working closely to achieve the best outcomes possible. Highlights are below  
Community hospitals in the county continue to deliver Pathway 2.

a) £4m funding agreed by ICEOG

b) Pathway 1:

i. Demand profile agreed.

ii. WCC and HWHCT commenced recruitment for additional capacity in late spring/summer 2021. To date across both organisations there has been successful recruitment to 60% of new vacancies, including vacancies created by turnover. There continues to be positive results in a challenging jobs market.

iii. External providers engaged to cover shortfall whilst recruitment takes place

iv. Additional home care block contracts in place to provide additional cover during winter months (to 10 January 2022) to absorb additional pressure

v. WCC seeking to commission wrap-around care service

c) Pathway 3:

i. Demand profile agreed

ii. HWHCT preparing to repurpose 21 community hospital beds for P3 DTA patients (from 1 December 2021 – CCG preparing service specification)

iii. WCC preparing to commission P3 beds for complex needs DTA patients (service specification agreed)

d) Other changes:

i. Delivery vehicles replaced, additional equipment and staff for WCES to improve service efficiency

ii. Review of Onward Care Team operating model undertaken and being implemented

12. The HWB is advised that continued programme progress remains under risk in the approach to winter months due to the on-going fragility of the pandemic recovery, usual general winter pressures and the NHS elective recovery plan.

13. Additionally, recruitment and retention has been highlighted nationally for both home care and residential care and local system and providers are struggling in this regard.

14. The system has agreed a number of initiatives that will help to mitigate risks, provide insight into system process improvements and, at the same time, enable further long terms decisions regarding integrated working to be taken:

- a) Development of an Integrated Intermediate Care service as a pilot, led by an Associate Director and with full system buy-in at the executive level. Review of impact to take place via ICEOG January 2022 in order to determine next steps towards long term approach
- b) Perfect week planned for 8 November 2021
- c) Virtual ward to be established

15. Plans and progress have been monitored by NHSI/E and the most recent visit highlights some strong areas of best practice which are being used across other regions to assist their programmes of work.

16. Key outstanding issues at the time of writing this report are the ability to provide occupational therapy support to the programme of work. This is being addressed by additional recruitment of Occupational Therapists into the Neighbourhood Teams, a key component of Pathway 1 delivery and made possible by the investment that has been secured into Pathway 1 provision.

17. In addition Therapy support currently provided to bed based care in the Acute Trust is under review. The intention is to shift resource to better support the 'Discharge to Assess' model of conducting therapy assessment in people's familiar home environments.

### Public Health

18. Commissioning services through a Section 75 enables collaborative commissioning, further delivery of integrated services and shared health and wellbeing objectives. ICEOG agreed priorities for inclusion in the Section 75 are Integrated Care and Wellbeing, Children and Young People and Prevention Services. In preparation for the emerging integrated care system a number of Public Health services have been moved into the Section 75 this year where there is benefit for the health and care system, and to better enable joint commissioning to improve outcomes. These services are NHS Health Checks, Prevention and Early Intervention Service for Children Young People and Families, Lifestyle Services and the Sexual Health Service.

19. To help mitigate the disproportionate impact of Covid-19 additional funding to jointly commission support has been added to the Section 75. This has provided an additional emotional health and wellbeing service for some schools, a new online counselling support for adults and enhanced speech, language and communication provision for some of our very young children as preparation for school.

### Section 75 Agreement

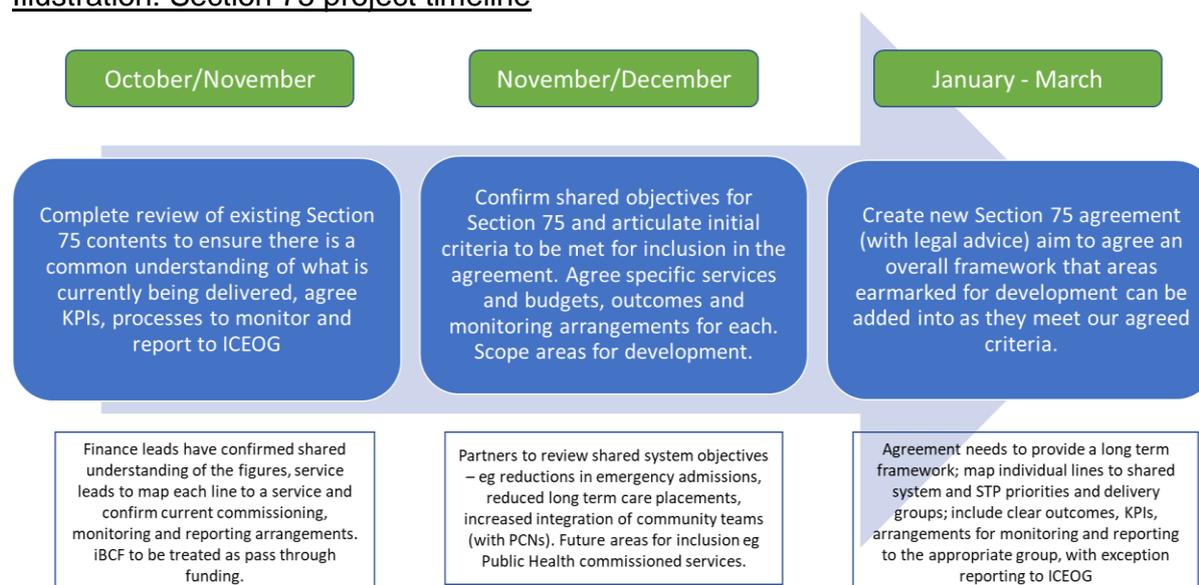
20. The aim of the Section 75 Agreement is to provide a framework for partners to pool and align resources to support the achievement of shared objectives. It is agreed between WCC and CCG through their appropriate governance structures. The associated budget and service information relating to each service area is included and should be clear, agreed and fully transparent.

21. ICEOG agreed to undertake a review of the various elements within the Section 75 agreement during 2021/22 – it has not been reviewed since 2013 and, as the health and care system moves forward the integration agenda, it now seems timely to ensure the agreement remains fit for purpose and covers the required areas.

22. In the new and emerging system structures, responsibility for the delivery of shared financial and strategic objectives sits with the system wide Programme Boards, linking closely with the place-based structures.

23. An MOU and project plan has been drawn up and agreed by partners, and teams from both organisations are working together to deliver the revised document (see diagram below).

#### Illustration: Section 75 project timeline



24. At the time of writing this report, the legal document has been drafted and the individual service schedules are nearing completion. The aim is for full legal assessment and agreement on the document for the end of calendar year 2021, with final governance checks and sign-off of the revised document in January 2022.

### **Integrated Care System**

25. Legislation is currently passing through Parliament to put Integrated Care Systems on a legal footing. The changes will have implications on the governance and operations of ICEOG, which will be worked through in the coming months. In short the CCG is being dissolved and it's legal duties, functions and staff will transfer to a new NHS Statutory Body called an Integrated Care Board. There will need to be a process applied over the coming months to move contractual agreements across from the CCG to the ICB.

26. The ICB and Local Authorities that provide social care will be legally required to establish a new Integrated Care Partnership, which will have a single duty to create an Integrated Care Strategy. Future work of ICEOG will need to be shaped and managed in the context of this new strategy. It is not anticipated that the new strategy will take effect until 01 April 2023, as 2022/23 will be a transitional year and the ICP will not be formed until after the year has commenced.

27. Alongside these changes, local partners working through the ICS Executive Forum have agreed to develop new Place-Based structures which will take ownership for the planning and delivery of services on the ground. Initially these

structures (locally based on the geographical footprint of the county council) will take shadow responsibility for prioritising service delivery initiatives. However, in time they will evolve to take a legal form that enables them to receive a delegated capitated budget from the ICB. These changes may not be fully implemented until 2023/24 or even 2024/25, but they will form the basis for the future joining up of budgets and joint planning of services that ICEOG currently manages.

28. The key change will be that commissioning will be based around achievement of target outcomes for a given capitated budget, rather than detailed service specifications defined by the commissioner. Financial allocations from strategic commissioner will also be made through aggregated routes to partnerships rather than individual funding streams to separate providers.

29. These changes will potentially affect all service area – physical, mental and social care across the whole life course from birth through to end of life.

### **Legal, Financial and HR Implications**

30. The Section 75 budget includes a number of funding streams such as the Better Care Fund, Improved Better Care Fund, Disabled Facilities Grants and contributions from WCC, the CCG and Public Health for jointly commissioned and jointly delivered services. There is a separate agenda item for the health and Wellbeing Board updating on the Better Care Fund.

31. The total budget relating to the Section 75 Agreement is £143.9m, which includes £4m additional growth funding which has been allocated towards increases in and improvements for Pathway support.

32. As part of the Hospital Discharge Programme WCC has claimed £2.7m between April and September to support those clients who have been discharged from hospital to support the acute pathways.

### **Privacy Impact Assessment**

33. This are no privacy issues.

### **Equality and Diversity Implications**

34. An Equality Relevance Screening is completed in respect initiatives and projects prior to commencement and during implementation. This report provides a general update on related activity, with no relevance proposal for screening.

### **Contact Points**

#### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

#### Specific Contact Points for this report

Simon Trickett, Chief Executive Officer, NHS Herefordshire and Worcestershire CCG

The Coach House | John Comyn Drive | Perdiswell | Worcester | WR3 7NS.

01905 681999