

**Agenda Item: 13**

James Elliott, Director of Clinical Transformation  
NHS Norwich CCG Governing Body  
Tuesday 27<sup>th</sup> January 2015

**Norwich****Clinical Commissioning Group**

<b>Subject:</b>	Commissioning Report: Operating Plan delivery and Healthy Norwich
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<b>Submitted To:</b>	NHS Norwich CCG Governing Body Tuesday 27 <sup>th</sup> January 2015
<b>Purpose of Paper:</b>	Discussion, Information and assurance
<b>Summary:</b>	<p>This paper sets out the key points and progress from the current commissioning programmes including:</p> <ul style="list-style-type: none"><li>• <b>YourNorwich</b> – including as appendix 1 a progress position on the key YourNorwich 2014/15 initiatives.</li><li>• <b>Collaborative Commissioning</b> including System Resilience</li><li>• <b>Primary Care development</b></li><li>• <b>Healthy Norwich</b> - work programme</li></ul>
<b>Recommendation:</b>	<p>The Governing Body is asked to note progress against the key commissioning programmes.</p>

## 1 Introduction

The YourNorwich Programme delivery schedule is set out as appendix 1 to this report.

Having implemented the programme structure including Task and Finish Groups reporting to a Programme Board during quarters 1 and 2, the delivery and mobilisation phase of a number of the key initiatives is underway, including Virtual Ward, Rapid Response service, Heart Failure service and Care Home Locally Commissioned Service.

## 2 YourNorwich

The following is an update on the different work streams within the Your Norwich programme:-

- Risk Explorer - the risk stratification toolkit which will identify for GP Practices the 2% most at risk of admission did not go live in the first week in December as planned due to issue with data extraction. Revised roll out in March following training to GP Practices.
- Out of Hospital Care – a revised case management service description has been drafted and will be discussed at the task and finish group on 13<sup>th</sup> January 2015. The work programme including milestones will also be discussed and signed off at this meeting – this includes work streams on case management, Integrated Case Management (including review of Integrated Care Coordinator role), review of health and care workforce to support patients in their home and a review of social care capacity and its impact on the Your Norwich model.
- YourPlan –this is the care plan produced by GPs for the 2% at most risk of admission to be made accessible to relevant stakeholders through cloud technology. Despite significant testing, it has not been possible to extract the free text – therefore the CCG Senior Management Team (SMT) considered a number of options regarding next steps. SMT supported exploring of using the care plan format and MIG data within the BT portal. There was not appetite for a separate task and finish group to progress this project; so it is now part of the newly formed Out of Hospital Care task and finish group. The preferred option will be discussed at the meeting on 13<sup>th</sup> January with a view to bringing a recommendation to March Governing Body.
- Intermediate Care – the task & finish group continues to meet to develop the future intermediate care model for Norwich to prevent unnecessary admissions and support early discharge from community and acute hospitals. The virtual ward is an outreach service from the Norwich Community Hospital (NCH) and provides care to patients in their own home. Phase 1 of the virtual ward, supporting discharge from NCH, commenced December 2014. A business case is currently being developed to pilot the block purchase of 2 beds in nursing homes in each locality to complement the virtual ward service and provide alternative step up/step down care arrangements.
- Palliative Care – it was agreed at the last task & finish group that NNUH, NCH&C and Norfolk First Response would meet to develop a single proposal which would incorporate key service principles agreed by the group and maximise potential funding available through the Marginal Rate Credit. The providers have not met yet but plan to by the end of January 2015. If this does not happen, then the CCG will explore the development of a quality and cost effective proposal for increasing community palliative care with NCH&C.
- Care/Nursing Homes - the draft service specification for enhanced support to Care/Nursing Homes will have its final review by the task and finish group on 16<sup>th</sup> January. It will then be offered to as a Locally Commissioned Service (LCS) to NHS Norwich CCG practices.

- Community Heart Failure - The heart failure procurement process has commenced and the CCG will receive bids by 27<sup>th</sup> January 2015.
- Dementia - with regards improving dementia diagnosis rates, 16 practices have expressed an interest in undertaking an administrative dementia coding exercise; 5 returns received to date. 70% of our GP practices have signed up to the NHS England mid-year offer of the Direct Enhanced Service (DES) Dementia Identification Scheme. The CCG SMT has recently approved funding for additional clinical support – it is envisaged the role will provide support to GP practices, will develop a business case for an enhanced model as part of Your Norwich model and will look at care packages and pathways for patients receiving continuing health care funding.

Appendix 1 includes a project plan for the Your Norwich works streams.

### **3 Community Assets**

This work stream is led by the Norwich CCG Integrated Commissioning Team.

- Voluntary sector development – The Age UK pilot steering group are helping to identify appropriate patients whilst continuing to liaise with Cornwall to learn from their experience. Referrals to this service have begun. Plans have been completed and submitted for the Getting on in Norwich Lottery bid.
- Supporting self-care – the CCG has recently recruited (interim) project support to understand how we can implement / promote self management – to give patients confidence to manage their health and put them in control of their condition through tools, skills and peer support.
- Personal Health Budgets (PHB) – the same (interim) project support will now mean the CCG can progress this project; a project plan will be developed by end of January.
- Carers – An action plan is being developed to respond to the Carers Strategy for Norfolk 2014 which was officially launched on 28 November 2014.
- Falls – A falls checklist is now ready to use and the bone health survey has been completed. Further discussion needs to take place to subsume this work into the Your Norwich infrastructure.

### **4 Patient Engagement**

Following the stakeholder workshop held in October, a smaller working group has met to distill and confirm the key points from the workshop and an action plan for ensuring coherent and consistent patient involvement and engagement across CCG commissioning activities and plans.

Key points include;

- CCG to work in a variety of ways reflecting engagement approach to task or issue.
- In its engagement activity, the CCG should ensure that people who use services are involved at the beginning from the phrasing of questions asked for example.
- A change of culture throughout the organisation led from the top.
- Enable people with whom CCG wants to engage to understand background to change proposed.
- Development of the community involvement Panel to reflect this.

## **5 Collaborative Commissioning**

The Collaborative Commissioning processes are mainly focused on contract negotiation including finance, quality and commissioning intentions and addressing the immediate pressures on the Central Norfolk system.

### **5.1 System Resilience**

- SRG developing clear monitoring and evaluation criteria and process to ensure that schemes initiated this year are properly reviewed for potential roll forward as mainstream service.
- Schemes initiated include Urgent Care Centre, with phase 2 intended for February 2015. Current activity less than anticipated. UCC Steering Group in place, with clinical representation, to oversee development of service model.
- Henderson ward opened over winter, funded through MRC resources.

### **5.2 Central Norfolk Acute Commissioning Network**

- Assurance of urgent care system. Noted the ECIST review and awaiting report. Highlighted the need to triangulate the Public Health urgent care pathway review with ECIST for a single system action plan.
- Pressure on 18 weeks and elective pathways.
- Clinical quality report from NNUH.

### **5.3 Community Commissioning Network**

- Noted MSK and orthopedic review process. NCCG commissioned Attain to undertake Physio review for Norwich, will link with Orthopedic Triage review supported by Public health.
- NCCG support for revised IV community treatment service, piloted through CQUIN last 2 years. No support from other CCGs. Pull out case management model also piloted through CQUIN, NCCG to develop using “tracker nurse” model, aligned to YourNorwich out of hospital service model. Other CCGs not supporting.
- Intermediate care review, action to initiate cross CCG discussion, clarify CCG specific intentions for Intermediate Care developments, to avoid unintended consequences.

### **5.4 Child Health & Maternity Commissioning Network**

- There is a requirement of the Children & Families Act 2014 for the CCG to appoint a Designated Clinical Officer. CCGs in Norfolk and Waveney have agreed to fund a joint post and the post will be hosted by Great Yarmouth & Waveney CCG. Recruitment is underway.
- Joint Commissioning with Norfolk County Council is being considered for speech and language therapy and short breaks (residential, home based and Upton Road playscheme).
- Norwich, North Norfolk and South Norfolk CCGs have agreed to fund the Maternity Services Liaison committee aligned to the NNUH for remainder of 2014/15 and 2015/16.
- The Network has asked for a workshop to review the Autistic Spectrum Disorder pathway. Family Voice and Healthwatch will take part. The CSU Child Health Commissioning Team is organising the event.

## **5.5 Mental Health & Learning Disability Commissioning Network**

- In February 2013, the Central and West Norfolk Access and Assessment team started to provide a single point of access for all professional referrals into the mental health services. The service had three functions, central administration and triage of referrals, and initial assessment. NSFT now recognise that a consequence of this was that the link worker function which had developed good clinical relationships with General Practice was lost.

The access and assessment service quickly also developed operational difficulties including pressure on the new 72 hours referral to assessment wait time and that the service was hampered by the number of computer systems it was required to work with (4) leading to significant unforeseen pressures on the administration team.

As a result a workshop with clinical and operational staff from NSFT and commissioners was held on the 18th November 2014. NSFT has since undertaken further work which culminated in the development of an options paper. Debbie White, Director of Operations attended the Network to present the options; Debbie and colleagues have also agreed to attend the January Council of Members to present / discuss the options going forward with our GP Practice members.

- The Mental Health Crisis Care Concordat Action Plan was shared with the Network. The Action Plan was informed by a workshop involving service users which identified priority areas to improve the care of patients in mental health crisis in Norfolk. Multiple organisations have a role in implementing the plan – including CCGs. It includes many of the actions the system is achieving or part way to achieving. Issues remain about sustainability when pilot funding comes to an end. The Network endorsed the Action Plan and undertook to promote the health elements of the Action Plan.

## **6 Norwich Mental Health review**

It was advised at the last Governing Body that the recommendations of the Norwich Mental Health review will be shared at the January Governing Body. Unfortunately due to sickness, this is not available. It will be shared at the March Governing Body.

## **7 Primary Care Development**

In the NHS Five Year Forward View Primary Care, co-commissioning is identified as a key enabler in developing seamless, integrated out of hospital services based on the diverse needs of local populations. It is also expected to drive the development of new models of care such as multi-specialty community providers and primary care acute systems. After careful consideration, the CCG has decided to take forward the option 'Greater involvement in primary care decision making'. This means:-

- CCG will continue with the current Primary Care Oversight Group (all contractors)
- Day to day links with practices will remain with Area Team and CCGs dependent on issue
- No transfer of resources (financial or people)
- No additional assurance issues for the CCG

This will allow the CCG to continue working in partnership with member practices on such projects as the recent bid from NPL for the Prime Ministers Challenge Fund – Improving Access to General Practice.

The CCG has the option to change the level of co-commissioning at any time.

## 8 Healthy Norwich

- **£70,000 Healthy Norwich funding**

Healthy Norwich has funding to support activity which supports healthier lifestyle choices in Norwich. Proposals are invited up to a maximum of £5,000 each that support delivery of one or more of its key themes.

Healthy Norwich key themes:

- Healthy weight
- Smoking cessation and prevention
- Affordable warmth
- Improving mental health and reducing health inequalities amongst vulnerable groups and deprived communities are themes which underpin all Healthy Norwich work.

The Steering Group expects expressions of interest to provide or build the capacity of community activity to improve health within localities, with targeted delivery to groups of people experiencing the worst health inequalities. Successful bids will be expected to provide evidence of on-going monitoring and evaluation of projects and report back on progress at the end of the scheme.

Deadline for submissions is: Monday 23rd February to [healthynorwich@norwich.gov.uk](mailto:healthynorwich@norwich.gov.uk)

- **Healthy lifestyle half day and full day workshops for local residents and vulnerable groups**

Approximately 20 free workshops provided by lottery funded Enable East NHS are available across Norwich throughout late February and March 2015 and will be targeted at groups and individuals experiencing health inequalities. The high energy workshops provide individuals and families with tools to enhance their wellbeing and resilience and support goal setting on healthy eating and physical activity themes. A mobile app accompanies the course. Workshops will be promoted and coordinated through Healthy Norwich.

- **Research capability funding for NCCG - research report on the barriers and solutions to clustered unhealthy behaviours**

UEA have received two bids for this research which are currently being reviewed and explored. The successful application will pull together international research on the barriers to healthy lifestyles and then focus solutions on interventions which would be appropriate for the specific demographics of Norwich. If a bidder is successful a final report will be available late 2015.

- **Seasonal wellbeing checks**

Healthy Norwich is coordinating partners to establish a pilot project which provides early intervention and targeted support to patients over 50 who live in excess winter death postcode areas.

- **Healthy lifestyle fair**

Healthy Norwich will be coordinating a multi-agency event in Spring 2015 to bring together information and activities which raise the profile of healthy lifestyle services and messages in a vulnerable area of Norwich. Currently Anglia Square is being considered as a venue.

