

Public Health & Strategic Commissioning

Commissioning Intentions 2018/2020

Warwickshire County Council, Public Health and Strategic Commissioning



Public Health and Strategic Commissioning

Key Messages:

1. We will only commission services that contribute to our outcomes.
1. Our commissioned services will be developed using a robust evidence base, including the JSNA geographies.
1. We are further strengthening our relationships with partner agencies, providers, and people that use our services so that we may utilise their extensive knowledge to inform our planning, commissioning and reviewing.
1. We will maintain and further develop integrated commissioning arrangements where they secure the best outcomes for our population.
1. We will assist people to live healthy, safe, independent lives in their own communities with a focus on self care.



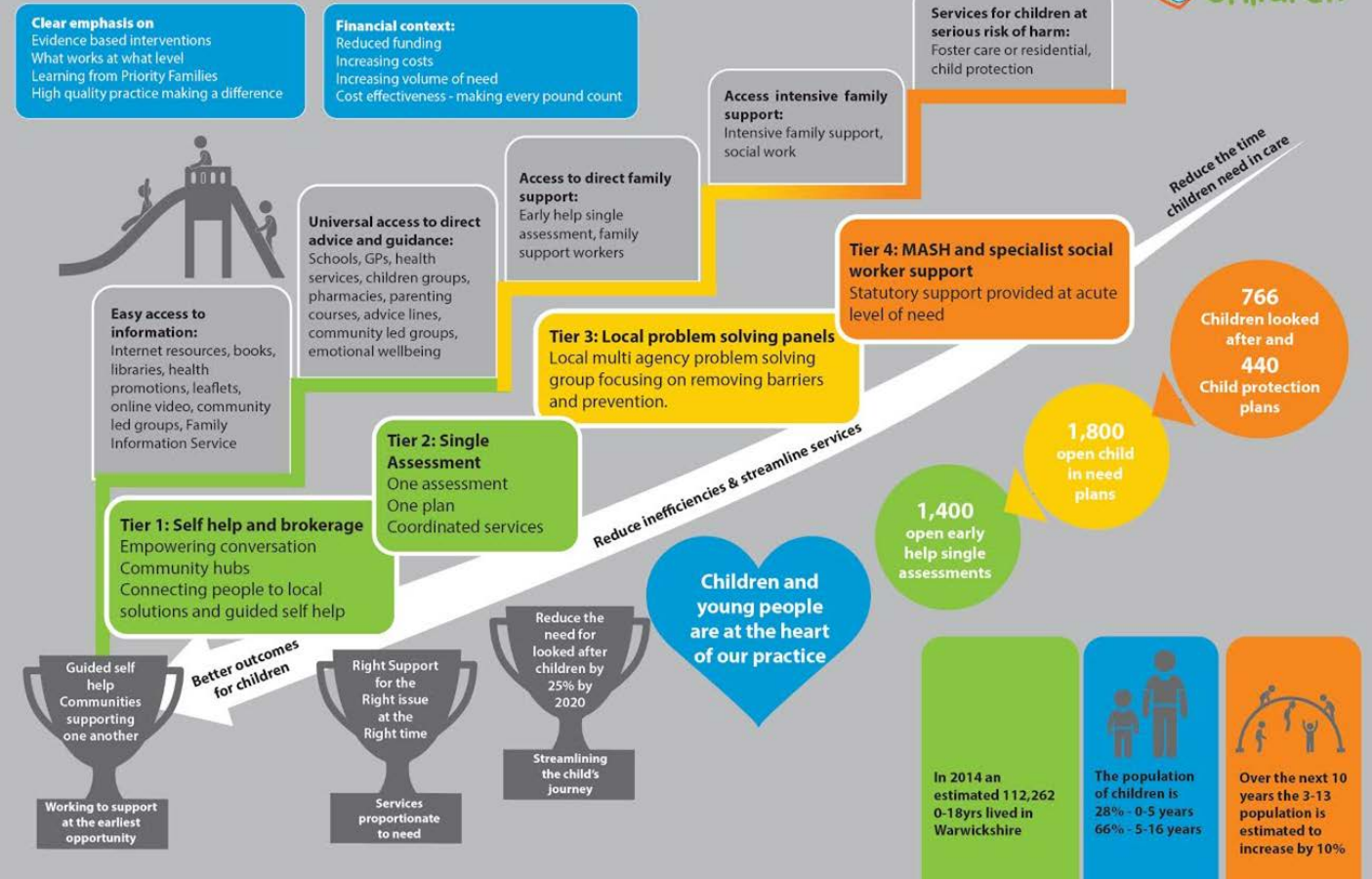
Our Strategic Commissioning Approach

A commissioning approach underpins everything we do, and the business unit drives our commissioning priorities. Commissioning involves planning, redesigning and monitoring services which are delivered by Warwickshire County Council (WCC) or external providers. We work collaboratively with children, young people and families as experts by experience, to ensure their collective voice shape our commissioning decisions, our future services and the quality of care and support. We work across service areas to ensure we deliver quality, efficient services that meet people's needs. We work closely with partners to jointly commission services, and have strong working relationships with Service and Operational Managers.



Local Drivers for Change

Children and families - a vision for the future



WCC's One Organisational Plan 2017/20 We want to make Warwickshire the best it can be



Warwickshire's Communities and Individuals are supported to be safe, healthy and independent

Warwickshire's Economy is vibrant and supported by the right jobs, training and skills and infrastructure

To make Warwickshire the best it can be and deliver the savings we need to make as set out in WCC's One Organisational Plan 2017/20, we need to use our resources differently and transform the way we deliver and commission services.

The Children and Families Business Unit are transforming their services:

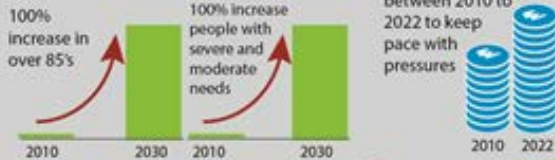
1. A joined-up pathway for children in need of help and protection, which aims to break the cycle of poor outcomes in families.
2. Supporting children in their own families, (where this is not possible in local alternatives) this will include a real focus on alternatives to care for young people.
3. Promoting and supporting excellence and consistency in the quality of practice and making Warwickshire the best place to practice.

Children's Commissioning are supporting the Children and Families transformation agenda, by striving to commission services that seamlessly integrate and complement WCC internally provided services within the stepped approach to Children's and Family Services.

Towards an integrated health and care model

The case for change

- ▶ Increasing demand, reducing supply
- ▶ Reducing money in the system
- ▶ Complex system to navigate



New model of care

- Enable people to be self sufficient
- Support people to be independent & stay in control
- Use technology & light touch self assessments
- Provide care & support that is proportionate to your needs

Design principles

- Self care
- Build upon existing assets & strengths
- Staff at a more local level
- Keep bureaucracy to a minimum
- Digital first

Behaviours: we will

- Do what we say
- Help people & communities to find their own solutions
- Move with purpose & energy
- Build strong working relationships
- Focus on solutions
- Be the best we can be

The outcomes

"I have help to make informed choices"

"I know where to get info about what is going on in my community"

"I have systems in place so that I can get help at an early stage to avoid a crisis"

"I have a network of people who support me – carers, family, friends, community and if needed paid staff"

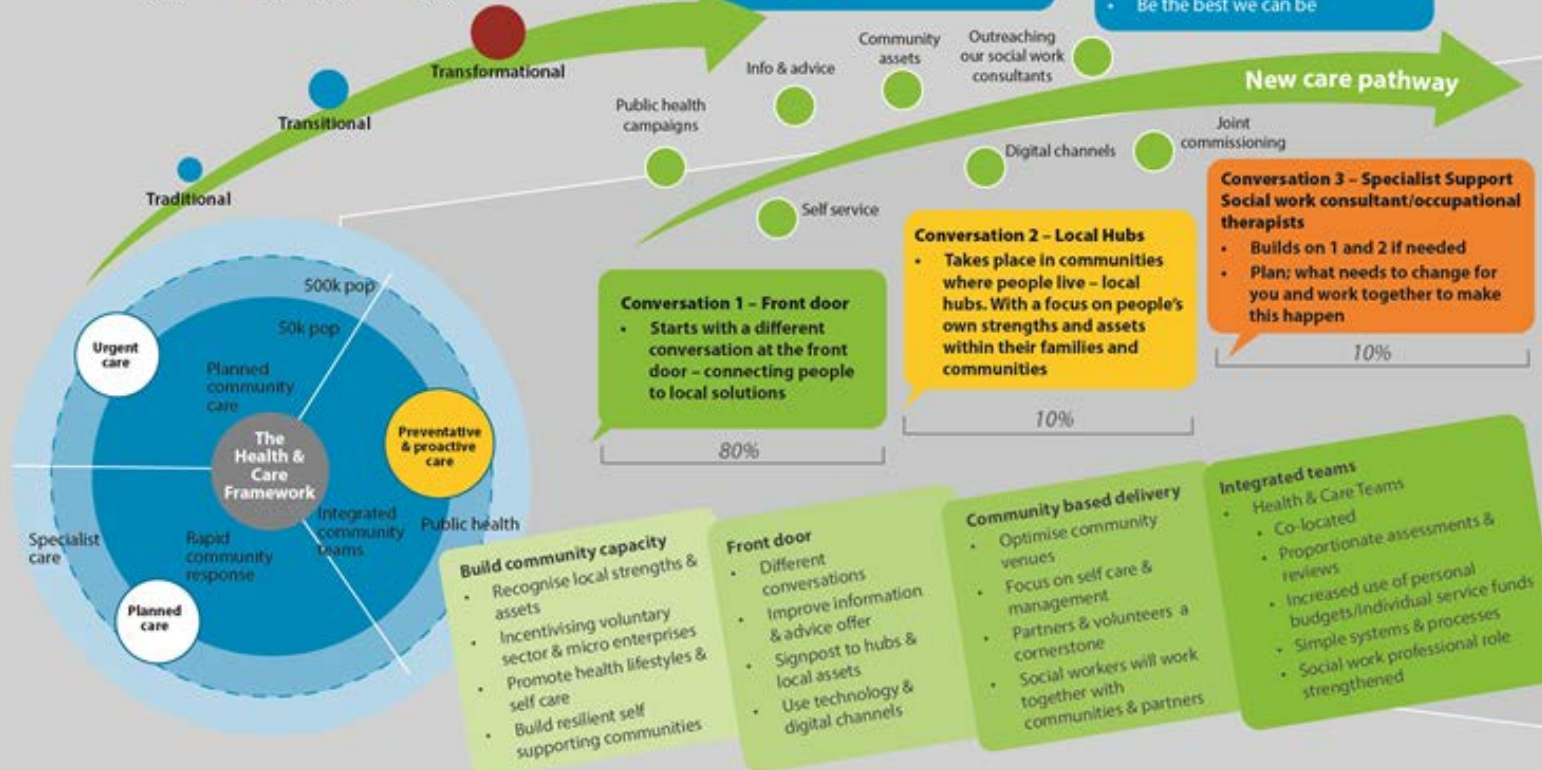
"I am in control of planning my care & support"

"I have the information and support I need to remain as independent as possible"

"I am supported by people who help me make links to my local community"

"I have a clear line of communication, action and follow up"

Integrated delivery models



Our Commissioning Cycle

Stage 1: Analyse

- Gain an understanding of needs, including at a targeted level.
- Understand national priorities, policies and drivers which inform our decision making.
- Understand what the total available resources are.
- Identify factors that impact on outcomes and establish key priorities.
- Capture what CYP and families think about local services.
- At a strategic level this information is collated in the Joint Strategic Needs Assessment.

Stage 4: Review/ Joint Review

- Focus on ensuring that the plans and services that we commission are delivering the intended outcomes.
- Embed robust processes for the performance management of commissioned services, and robust accountability of all partners on the delivery of outcomes.



Stage 2: Joint Planning

- Be clear about where we want to be and how we will get there by developing commissioning intentions annually.
- Integrate our processes in developing joint commissioning intentions.
- Undertake strategic planning, at the targeted level, or even at an individual, micro level (e.g. team around the child).

Stage 3: Delivery/ Joint Planning

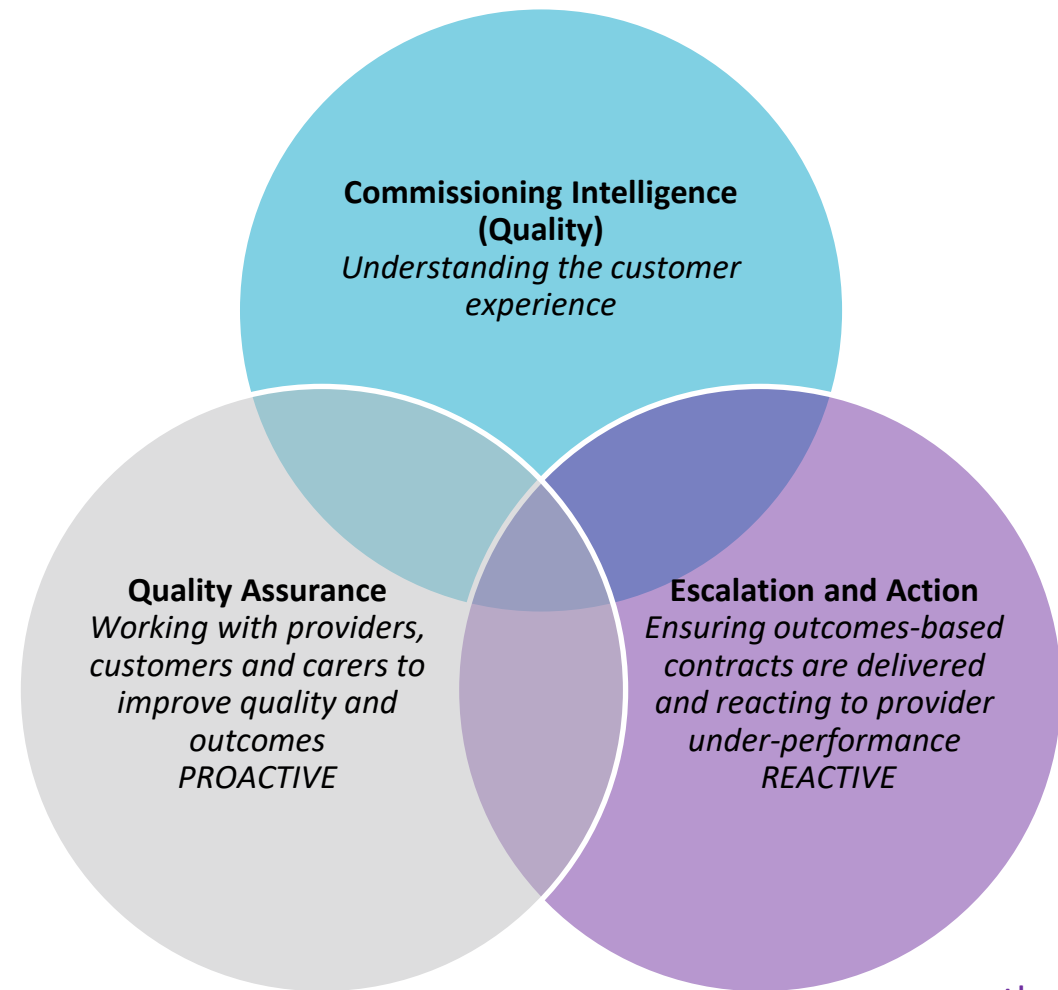
- Implement and deliver the actions/priorities agreed at the planning stage. This will involve one of the following options: continue with existing service provision/support, redesign existing services, decommission existing services, and procure new or alternative provision.

Quality Assurance

Quality Assurance (QA) continues to be a key focus. We have been refreshing our approach so that we work proactively with the providers when there are indicators of concern, rather than being reactive when there are significant issues.

Dashboards are in development for all key services. Metrics that measure safety, experience and viability feed into these dashboards, highlighting where providers are delivering a quality service, but also where there are the beginnings of cause for concern.

Where the indicators alert us to concerning trends, planned and unplanned visits are precipitated by action plans and reviews, to investigate the quality of the provision. In this way, the quality of provision is driven back up quickly and effectively before more serious situations/quality failures arise.



Doing more of this...

...so that we need to do less of this

Contract Management

We will adopt a proactive approach to contract management ensuring:

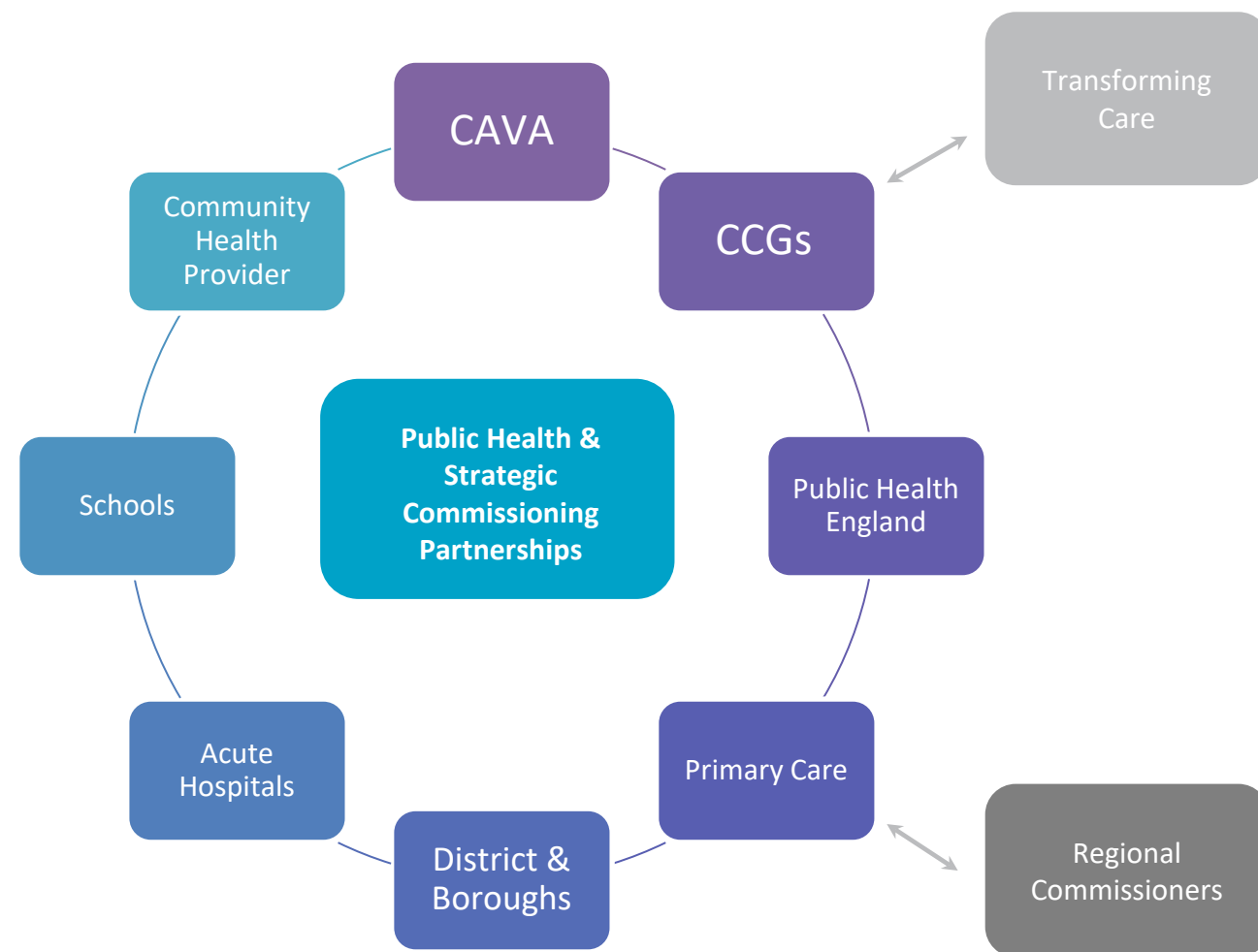
- arrangements for service delivery contribute to the delivery of outcomes.
- expected business benefits and value for money are being achieved
- the commissioner/provider relationship is co-operative and responsive
- both parties understand their obligations under the contract
- disputes are rare
- there are no surprises
- a professional and objective debate over changes and issues is fostered
- innovation is encouraged and stimulated
- additional value is realised throughout the life of the contract



Our Partnerships

Our vision

- We aspire to integrate commissioning arrangements for all people with key partners, underpinned by our Coventry and Warwickshire Collaborative Commissioning Board.
- We will work with Coventry where our priorities are aligned; supported by the Sustainability and Transformation Partnership.
- We will work with regional commissioners to commission more specialist services for our population.
- We are making good progress in working with partners to integrate our commissioning where pragmatic to do so. Current integrated commissioning arrangements are in place for:
 - Children and Adolescent Mental Health Services (CAMHS)
 - Special Educational Needs and Disabilities (SEND) and Education Services
 - Housing Related Support Services (HRS)
 - Transforming Care programme
 - Integrated commissioning for people with disabilities.
 - Some dementia services.
 - Warwickshire Cares Better Together (Better Care Fund).
 - Community Equipment Services.
 - Residential and nursing care for adults.
 - Advocacy services.
 - Some mental health community support services



Co-production in Action

Our relationship with key stakeholders is crucial to the successful commissioning of high quality, outcomes-focused care and support services. Central to these relationships is how successfully we work with our citizens to find shared solutions to the challenges that face us.

Co-production can help make best use of resources, deliver better outcomes for citizens who use services, build stronger communities and develop citizenship.

In Strategic Commissioning, we view citizens, carers and families as assets and value their contribution in all aspects of Commissioning – from service planning to quality assurance.

We have successfully co-commissioned a range of care and support services for adults and young people and ensure that citizens, carers and other stakeholders are involved, engaged and able to fully participate in shaping local social care and health service planning, design and delivery.



Children's Commissioning Intentions 2018 - 2020



Priority Area	Outcome / Objective	Why are we doing this work?
Residential Children's Homes	To strengthen our approach to commissioning local residential care by taking a blended commissioning approach to securing sufficient good quality, fairly priced children's home placements.	<ul style="list-style-type: none"> To enable our CLA to stay close to their home communities, receive better coordinated, wrap around support, improved outcomes and step down into family life/ independence. To further develop the market to respond to local needs. To establish emergency provision for same day placements
Independent Fostering Agencies	To review, redesign and tender out services to provide CLA in Warwickshire with a range of fostering provision which provides good quality and stable placements and supports children to successfully transition onto their next steps.	<ul style="list-style-type: none"> To retain CLA in family environments, Improve placement stability and enhance life chances. To develop partnership working with local, preferred provider fostering agencies. To develop our fostering offer to meet the needs of our more complex children.
Care Leavers/ Young Homelessness	To further improve the pathways and options for care leavers/young homeless so they have access to a range of good quality, safe, secure and reasonably priced accommodation and support.	<ul style="list-style-type: none"> WCC have a statutory duty to provide accommodation and support for care leavers and homeless 16/17 year olds For care leaver and young homeless populations to gain skills, knowledge and experience in independence and resilience. To improve the pathways and options for care leavers/young homeless so they have access to good quality, safe, secure and reasonably priced accommodation
Short Breaks – community and overnight	Optimize the use of a range of short break options through a redesign and tendering project. Further work to explore integration with Health but also how personal budgets fit with the existing block contracts.	<ul style="list-style-type: none"> To increase independence, choice, control and improve outcomes for CYP, and families. To further integrate with health to simplify customer pathways.

Children's cont 2018/20



Priority Area	Outcome / Objective	Why are we doing this work?
Children's Advocacy and Independent Visitors Contract.	Mobilise and Embed Children's Advocacy services.	<ul style="list-style-type: none"> Supports CLA to have their voice heard in regards to their support and care provided by Corporate Parents
SEND Educational Day placements	The implementation of the SEND Educational Day placements Framework supported by an enhanced Performance & Quality Assurance process, in line with the "See Hear Act" Strategy.	<ul style="list-style-type: none"> Improved outcomes for children and young people with SEND that support their preparation for adulthood. Robust quality and performance monitoring that ensures tender requirements/ children's needs are being met. improved communication/partnerships with providers, parents, children, young people and other stakeholders
Children's Mental Health and Emotional Wellbeing	Implementation of Rise Service model: <ul style="list-style-type: none"> - Establishing five community hubs - Providing online offer - Delivering NICE complaint pathways - Integrating services. 	<ul style="list-style-type: none"> Support the improved mental health of children and young people Reduce waiting times into treatment Provide early intervention through easy to access Hub provision
Mental Health Intensive support services	Scope, design and progress development of services to prevent admission to Tier 4 psychiatric in-patients units.	<ul style="list-style-type: none"> To address increased rates of acute hospital and Tier 4 admissions across Coventry and Warwickshire.
Housing Related Support (25+)	To finalise the Homeless Link Needs Assessment which will inform a redesign of services to ensure the more complex customers receive a service offer, through redesign/ retender.	<ul style="list-style-type: none"> Gaps in service are properly identified Services meet the diversity of presenting need Customers are supported in attaining independence skills Quality of provision is enhanced

Children's cont 2018/20



Priority Area	Outcome / Objective	Why are we doing this work?
Children & Family Centres	To secure a new contract to deliver Children & Family Centres in Warwickshire in line with the public consultation, Cabinet recommendations and a reduced financial envelope.	<ul style="list-style-type: none"> To improve health & wellbeing outcomes for 0-19 children and families To develop a sustainable integrated service offer across a range of providers (health visiting, midwifery and family support services)
0-5 Public Health Services	<p>Post tender implementation and monitoring of the newly commissioned Healthy Child Programme in Warwickshire.</p> <p>To build a multi-agency strategic approach to the prevention of hospital admission for injuries amongst 0-5 year olds in Warwickshire</p>	<ul style="list-style-type: none"> To improve public health outcomes for 0-5 children Health Visiting provision and the delivery of the Healthy Child Programme is a mandated requirement The 2016 Smart Start Programme's Foundation Project research identified unmet needs amongst 0-5 families. To reduce childhood unintentional injuries - Warwickshire's 0-14s childhood hospital admissions are significantly higher than the national and regional averages and there has been a notable rise in these admissions since 2012/13.
School Health & Wellbeing Service	To secure a new contract to deliver the School Health & Wellbeing Service following service evaluation, service user and stakeholder consultation.	<ul style="list-style-type: none"> To improve public health outcomes for 5-19 children and young people To ensure a new contract is in place from 1st November 2019 in line with our contract & standing orders
Mandatory Relationship and Sex Education (RSE) and PHSE resources for primary and secondary schools.	To continue to develop and redesign current primary and secondary school programmes to ensure that they reflect the needs of children, young people and assist schools with national PHSE requirements.	<ul style="list-style-type: none"> To understand the specific needs of Warwickshire children and young people. Programmes reflect the needs of and relate to children and young people across Warwickshire. Schools adopt the programmes to meet these needs.

All Age Disabilities Commissioning Intentions 2018 - 2020



Priority Area	Outcome / Objective	Why are we doing this work?
Improve the community support offer for people with learning disabilities.	<p>Continue to drive delivery of the Learning Disability Statement of Intent 'Its my Life' 2015 - 2020.</p> <p>To review and recommission community support for people with disabilities ensuring a more personalised rather than service driven approach (including short breaks, day opportunities, Shared Lives, supported living and specialised housing suitable for adults with disabilities).</p> <p>Continue to support the development of the local residential care market for people with high support needs.</p>	<p>To improve outcomes for people with learning disabilities in relation to key priorities are - my home life, my work life, my social life, my family life and my healthy lifestyle.</p> <p>To develop the market to respond to the needs and care prescriptions of disabled people, including young people in transition.</p> <p>To ensure the residential care market is sustainable and delivering high quality, personalised care and support.</p>
Improve the community support offer for people with autism.	<p>To refresh the All Age Autism Statement of Intent working collaboratively with the Autism Partnership Board and health and social care partners in Coventry and Warwickshire.</p>	<p>To ensure reasonable adjustments are made to enable people with autism to access and benefit from mainstream and specialist health, education and social care services.</p> <p>Improve the crisis offer for people with autism.</p> <p>Develop the support available to people with autism in the community who do not meet the threshold to access health and social care services.</p>
Improve the community support offer for people with physical disabilities and sensory impairments	<p>To co-produce a commissioning approach for people with physical disabilities and/or sensory impairment.</p>	<p>To ensure there is a clear support offer for people that encourages self sufficiency and maximises independence.</p>

All Age Disabilities Commissioning Intentions 2018 - 2020

Priority Area	Outcome / Objective	Why are we doing this work?
Emotional Well-being and Mental Health	<p>To provide and commission good information, evidence, support and resources to improve the mental health and wellbeing of people living in Warwickshire, working in partnership with key strategic groups and organisations. This includes a focus on dementia, suicide prevention and loneliness and social isolation.</p> <p>To work with partners to commission a Safe Haven model</p> <p>To work with partners to review and develop existing telephone helpline services</p>	
Community Services	<p>To embed the new commissioning model for advocacy and ensure it is effective in meeting the needs of individuals requiring statutory and non statutory advocacy support.</p> <p>Review the Integrated Community Equipment Service and Section 75 arrangement to support the re-commissioning of services jointly with health partners.</p> <p>Review the short term support service for vulnerable adults to determine future commissioning approach.</p> <p>Further develop the Assistive Technology offer.</p>	<p>To ensure individuals have access to advocacy services designed to support them, protect their rights and ensure their voice is heard.</p> <p>To ensure individuals being discharged from hospital and those living in the community have access to appropriate equipment to enable them to maintain their independence.</p> <p>To ensure that vulnerable people have access to time limited support to enable them to continue to manage in the community.</p> <p>To maximise the independence of individuals and reduce their reliance on paid support.</p>

Integrated Commissioning Intentions for people with disabilities 2018/20

Priority Area	Outcome / Objective	Why are we doing this work?
Integrated Commissioning Arrangements	To further develop integrated commissioning intentions across the STP footprint, coordinated through the integrated commissioning function.	To improve the integrated support offer for people with learning disabilities and/or autism.
Transforming Care	<p>Continue to deliver the Arden Transforming Care programme with a focus on admission avoidance, accelerating discharge, ensuring commissioned services are meeting need and embedding the programme post April 2019.</p> <p>Work with regional commissioners to jointly commission services and redesign care pathways, including complex care and forensic rehabilitation services and services for people with autism.</p>	<p>To reduce the numbers of people with a learning disability and/or autism who present with behaviours that challenge who require admission to mental health inpatient services.</p> <p>To align commissioning across the West Midlands to ensure that there is a common approach to commissioning more specialist services that meet the needs of our population.</p>
CWPT block contract	<p>To implement the recommendations of the collaborative review of Coventry and Warwickshire Partnership Trusts review of learning disability services.</p> <p>To develop an integrated plan for the re-commissioning of short break services and day services.</p>	To improve the integrated support offer for people with learning disabilities and/or autism.
Health Inequalities	To implement the sub-regional health inequalities action plan.	<p>To improve the health offer for people with learning disabilities and/or autism.</p> <p>To deliver an improvement in the proportion of people with learning disabilities having an annual health check.</p> <p>To deliver the requirements of the LeDaR programme and STOMP programmes locally.</p>

Older People Commissioning Intentions 2018/20

Priority Area	Outcome / Objective	Why are we doing this work?
Development of partnership arrangements to ensure older people's commissioned services that are available are accessible and consistent throughout Warwickshire.	<ol style="list-style-type: none"> 1. Ensure that all of the ibcf commissioned activity is completed and that the impact is measured of each of these initiatives; hospital to home; trusted assessor scheme within care homes. 2. Enhance the relationship that we have with current commissioned providers by encouraging dialogue and co-production through the Provider Forums and other communication methods. 3. Development and review of the partnership agreement with the 2 CCGs for the delivery of the accommodation with support services within Warwickshire to ensure that the market is sustainable and affordable. 4. Working with Commissioning Learning and Development Team to assist with the provider issues such as: recruitment and retention of workforce, specialist service delivery development, such as management of dementia behaviours. 5. Ensure that we are setting fees correctly for commissioned services and have broad mitigation plans in place to address provider failure. 6. Further develop and improve partnership working with the Borough and District Councils, particularly with regard to housing issues 	<ol style="list-style-type: none"> 1. To use additional funding to assist the health and social care economy with system flow, particularly to assist with preventing delayed transfers of care. 2. It is vital that we know if the services that we have commissioned are being embedded and maintained by the providers and that we listen to any challenges that they may be experiencing so that we can assist so they can continue to provide an effective service. 3. It is vital that this partnership continues to develop to ensure that the market is sustainable and that providers have clear expectations set by all commissioners around service need and delivery. 4. Ensure that we are providing targeted support to providers that helps them with the challenges that they face, particularly around specialist service provision such as dementia and also workforce and quality standards. 5. To ensure market sustainability, so that Warwickshire citizens get a good choice of service provision throughout Warwickshire. 6. We know that lots of barriers for older people in Warwickshire relates to housing issues. Therefore it is vital that we work in partnership to ensure that adequate housing provision is available , to give people a good quality of life in their own home.

Older People Commissioning Intentions 2018/20

Priority Area	Outcome / Objective	Why are we doing this work?
<p>Commission services and support for older people that are preventative in nature and enable people to maximise their independence in a residence of their choice.</p>	<ol style="list-style-type: none"> 1. Develop the social prescribing offer for older people within Warwickshire. 2. Maximising the Warwickshire Citizens access to NHS Health Checks and Diabetes Prevention Services through GP practices and develop the Pharmacy offer for prevention and onward referral 3. Integrate the nutrition and hydration standards into all Older People Commissioned Services. 4. Develop the service offer in ECH to ensure a resident can sustain their home in an ECH facility 5. Develop additional mechanisms to support carers to have access to the kind of breaks which will prevent carer breakdown. 6. Undertake a full review of the OP Day Opportunities service offer. 7. Evidence falls reduction through the Fitter Futures support offer within Warwickshire. 8. Ensure providers are exercising their Wellbeing offer to all customers through enhanced links to the local communities. 9. Maximising the easy access and use of AT. 10. Develop a 'Think Carer' education/training programme. 11. Undertake a Care at Home contract review. 12. The use of initiatives for step down support to prevent long term permanent care. 	<ol style="list-style-type: none"> 1.To reduce social isolation & loneliness and ensure that older people are linking into their local community. 2. To ensure that older people get support to self manage their diabetes successfully and to give them support in their community through their local pharmacy. 3.Poor hydration & nutrition is the cause of many health issues, so the effective management of these lifestyle areas will assist older people with the quality of their life. 4.Providing alternatives to care home provision is vital to ensure an older person can maximise their independence for as long as possible. 5 &6.To support carers to live well whilst maintaining their caring role. This includes day provision support for the cared for, to offer a form of respite. 7. To ensure that we can prevent a first fall so that an older person can mobilise in a safe way around their environment.

Older People Commissioning Intentions 2018/20

Priority Area	Outcome / Objective	Why are we doing this work?
Commission services and support that are high in quality and ensure that the person that is using the service has a positive experience and is at the centre of the service being provided to them.	<ol style="list-style-type: none"> 1. Develop and review and enhance the quality assurance for all commissioned services (including the development of contract management) 2. Optimise the referral routes and flow to receipt of older people's commissioned services. 3. Support customers and their families to have positive experience at end of life. 4. Ensure that a citizen of Warwickshire and their family can live well with dementia. 5. Develop an individual service fund offer for those in receipt of care at home 6. Delegation of Statutory Carers Assessment of eligibility 7. Develop our offer of Personal Budgets / Direct Payments to carers to ensure they have more control over the support they receive 8. To establish a sustainable, innovative and affordable market for accommodation with support services for older people and adults with high support needs in Warwickshire. 	<p>Quality is important. We all know how it feels when a service exceeds our expectations. We tell our family, friends, neighbours and others about it and recommend it to others. It feels personal and shows us that we are important. We can trust a high quality service. It works in partnership with us and genuinely wants to know our experience of using the service to find out how it can improve in the future. A high quality service wants to know what it does well and how it can do better in the future. It learns and improves. We also know when a service fails to meet our expectations. We feel disappointed, let down, sometimes angry and even unsafe. We tell our family, friends, neighbours and others about it. We may complain and tell others to avoid the service. We can sometimes be at risk because of poor service quality. The relationship between high quality and excellent outcomes is clear. Our key message is that a high quality service for our customers is everyone's business. Our customers have a right to expect this from us. We must all strive to ensure it is consistently delivered. Our Quality Assurance Framework will help identify the things we do well. It will enable our high quality practice to be celebrated, shared and built upon. It will quickly highlight areas for improvement so that prompt and effective action is taken. The framework will support organisational learning and develop a culture of continuous improvement.</p>

Our Strengths and Achievements

- We continue to be ambitious and think innovatively; exploring all options, opportunities, best practices and the evidence base, to ensure the right service offer is developed or re-designed to meet gaps.
- Working with people, communities and other key stakeholders in co-producing our priority redesign programmes.
- Securing the commitment of partners to collaboratively commission key services by 2020.
- Plans to transform residential and community services with a strong outcomes focus.
- Integrated CAMHS commissioning across Social Care and Health through an extensive redesign programme including all stakeholders, specifically young people.
- The new domiciliary care delivery model has strengthened the local market and resulted in improved accessibility and outcomes for customers.
- Recommissioning of advocacy services across health and social care and Coventry and Warwickshire.
- The Transforming Care programme has been a catalyst for enhancing our community offer for people with disabilities, strengthening integrated commissioning arrangements and developing plans for redesign services collaboratively.
- An effective QA system across Strategic Commissioning, so as to be proactive rather than reactive in ensuring safety, effectiveness, positive experience and viability.



Our Challenges and Opportunities

- There is the opportunity to work more collaboratively with the provider market, the third sector and local businesses to develop the service and support offer for the citizens of Warwickshire.
- The developments within the JSNA geographies will enable commissioners to evidence need and demand more effectively.
- To further develop the approach of contract management to ensure the maximum value of commissioned services.
- Ensuring that we work more collaboratively with operational teams so they understand and utilize the range of commissioned options available.
- To further push the boundaries of outcome based commissioning so that care and support is truly personalised and works towards the defined and individual outcomes of the person.
- To do all of the above with our Health and Education partners and to further integrate our thinking about the child and family's experience of our services so they are seamless, timely and effective.

Public Health & Strategic Commissioning

Commissioning Intentions 2018/2020

Warwickshire County Council, Public Health and Strategic Commissioning

