Health and Wellbeing Board

7 June 2016

Kingston Coordinated Care - Progress Report and Next steps

Report by Executive Head of Adult Care and Chief Officer, Kingston Clinical Commissioning Group

Purpose

To report on progress and seek the Board’s support for proposed next steps.

Recommendations of the Portfolio Holder for Partnerships and the Chair of
Kingston Clinical Commissioning Group

To RESOLVE that

1. the progress made in delivering the Kingston Coordinated Care programme be noted

2. the direction of travel in developing a transformed and sustainable health and care system be endorsed

Key points

A. A full report on the Kingston Coordinated Care programme was discussed at the March 2016 meeting. This paper provides a brief update on the programme’s work streams which will be brought to life in a presentation at the meeting.

Kingston Coordinated Care progress report and next steps

1 Summary

The Kingston Coordinated Care programme brings together a growing number of partner organisations across Kingston including the Royal Borough of Kingston, the Kingston Clinical Commissioning Group, Your Healthcare Community Interest Company, Kingston Hospital NHS Foundation Trust, South West London and St. George’s Mental Health NHS Trust, the voluntary sector, home care agencies and GP Chambers (the federation of Kingston GPs).

The aims of the programme are:

- To support the development of active and supportive communities in which people are enabled to stay healthy and well, living independently as part of a thriving and resilient community and;

- To develop truly customer-centred care that supports people with complex needs to achieve the best possible quality of life and the goals that matter to them with an increased focus on prevention, proactive care, and self-reliance.
The core principles of a person-centred approach have now been established for the Kingston Coordinated Care programme. These include:

- supporting people to stay resilient and independent of services, not to draw them into health and care services (the active and supportive communities project)
- a way of working based on ‘understand, plan and do’ (a new model of care)
- the simplest possible commissioning and provision (a health and care commissioning service)

The governance and programme delivery arrangements have been reviewed and refreshed for 2016/17.

2. Active and Supportive Communities project

The vision for active and supportive communities is that ‘Adults in the Royal Borough of Kingston upon Thames are assisted to build and maintain the resilience that enables them to stay happy, healthy, socially active and able to cope in adversity.’ Progress to date includes:

- Implementation of a joint commissioning strategy, including new outcome focused contracts for Carers Support Services, Specialist Advocacy, Support for Personal Budgets and a new network of VCS organisations providing support and activities that achieve social resilience.
- Introduction of a new consistent outcome focused performance monitoring framework, including a minimum dataset, case study/testimonial/stories template and an annual service user survey.
- New 3+1+1 year contracts in place and mobilisation meetings held or planned with new providers.
- Following an open procurement process, with strong input from carers facilitated by Healthwatch, the contract for carers’ support has been awarded to Kingston Carers’ Network and the Alzheimer’s Society. The Director of Kingston Carers’ Network has begun chairing of the Kingston Carers’ Partnership board and a workshop will be held on 16 June to explore how the many organisations providing support for carers will further strengthen their partnership working.
- Assessment and award of New Initiatives and Our Kingston Grants to a wide range of small to medium VCS organisations, particularly for activities that support vulnerable and disengaged groups to maintain their community connections, health and wellbeing.

Planned next steps include:

- Linking and aligning phase one of the active and supportive communities project to the wider Kingston Coordinated Care programme as part of the ‘whole system’ ensuring people can maintain their independence and/or get the care and support they want at the right time in the right place.
• Finalising and introducing a matrix that maps and strengthens the provision of universal services as part of the whole system approach to providing people with support in the community.

• Communications and promotion of newly contracted services across the Borough and to other services providers and the wider community.

• Support and development of the voluntary sector Social Resilience Network that will deliver Outcome 2 (people are socially connected and resilient).

• Establish an approach for developing and integrating social prescribing into the health and wellbeing ‘whole system’ agenda.

• Establish and formalise the broad approach to community and service user engagement, including the role of coproduction in service development and provision.

3. A New Way of Working for Kingston

This project has two objectives:

• Supporting a multi-provider team of frontline staff to design a new way of working to provide health and care for the adult population of Kingston, that responds to the priorities identified in the voice of the customer work.

• Designing a commissioning and contracting approach that will enable the implementation of the new way of working, with contracts commencing during 2017/18.

A New Way of Working

Progress to date includes:

• Since January 2016, the design team has been leading a process of action learning, working with Your Healthcare and adult social care teams to support greater numbers of people in Kingston according to the new way of working developed by the design team.

• A programme of engagement has begun with presentations to over 200 frontline staff including all the general practices in Kingston as well as teams from Kingston Hospital and Your Healthcare.

• A workshop for staff was held on 9 May to enable staff from a range of providers (Your Healthcare, adult social care, Kingston Hospital, SWL and St George’s) to co-design an implementation plan for the integration of health and social care to deliver the new way of working.

• Co-location of adult social care staff with Your Healthcare staff is underway and a project manager in place to support this process.

• Development of an integrated OT pathway is underway, bringing together Your Healthcare, hospital, adult social care and mental health OTs. Following two successful workshops, two working groups have been established to focus on Sharing staff
A home care transformation manager has been appointed to lead the required transformation.

Recognising the importance of Kingston Care Passport as a key enabler for the new way of working, commissioners are reviewing and strengthening governance and project delivery arrangements.

Next steps include:

- The delivery of quick wins identified by staff.
- Design of a tool to enable the Golden Principles to be embedded across an integrated system of health and social care.
- A workshop with a small group of managers and frontline staff from key service points across the system, to facilitate implementation of the tool.
- Learning from use of the tool will help inform structure, knowledge, change measurement and commissioning requirements for April 2017.
- A communication and engagement strategy to keep staff involved, informed and maintain positive momentum

Commissioning and contracting

A draft commissioning strategy has been developed that describes options for the commissioning approach and route to contract. A draft specification has been developed. A process has been agreed for consultation on the outcomes to go in the specification and how they should be measured. Proposals for the route to market and engagement with providers are being developed. Joint legal advice for the Council and CCG has been commissioned by the Council as lead commissioner.

4. Kingston Health and Social Care Commissioning Service (KCS)

Following formal consultation, principal commissioners and supporting staff from adult social care, public health and the CCG have been co-located from April 2016. Staff have begun working together and to shape the culture and shape of the new service. Derek Hoddinott has begun work as Head of the Kingston Health and Care Commissioning Service is being recruited to lead and develop the service during 2016/17. His priorities are to develop a project plan and milestones for developing the joint service up to 31 March 2017 with a focus on staff and organisational development.

Adult social care, public health and CCG directors are meeting together regularly as a Commissioning Management Team to support the development of the Kingston Commissioning Service. The Kingston Commissioning Board which brings together Council and CCG commissioners is focused on five joint priorities identified for the service, in addition to current areas of joint commissioning:

- Support for Living At Home
- Nursing and Residential Care
- Mental Health
• Learning Disability
• Kingston Coordinated Care

Background papers – held by author - None
Author of report – Rachel Bartlett, Director, Integrating Care, Kingston CCG