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To: Thanet Health and Wellbeing Board

Subject: Children's Integrated Commissioning

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Summary: This report provides an overview and update on a Children's Integrated Commissioning Project in North Kent. It outlines some of the work and outcomes to date to inform a discussion as to whether Thanet would benefit from a similar but localised approach.

1. Introduction

1.1 In 2015 Dartford, Gravesham and Swanley (DGS) and Swale Clinical Commissioning Groups (CCG's) embarked on a collaborative project with Kent County Council (KCC) Children's Strategic Commissioning Team to understand how an integrated commissioning support function could operate across both KCC and CCGs. The aim of the project was to identify opportunities to improve the effectiveness of all commissioning activities.

1.2 The two core components of the project were identified as:

- Work stream 1 - Identification and implementation of joint commissioning priorities and opportunities specifically for children with disabilities.
- Work stream 2 - Review of models of joint commissioning and options for a future CCG/Local Authority joint commissioning function.

1.3 The aim of the programme was to explore whether by working together to align and integrate the services which we deliver collectively it would result in improved service provision and outcomes for children. It was also designed to explore if this is a more efficient approach, by integrating teams that could share resources, risks, time and money therefore work more efficiently.

This paper provides an outline of the work to see if it is of interest to develop in Thanet.

2. Progress to date

2.1 The project in North Kent has made good progress in both strands of work. Most importantly the project has already started to deliver real benefits

resulting in improved service delivery and outcomes for children and young people. For example, through the work in relation to Speech and Language and Occupational Therapies we are seeing significantly reduced waiting times for these services across both CCG areas. This has also delivered an estimated cost avoidance of £196,000 this financial year. Other successes are outlined in the table below;

Project Title	Service Quality Improvement	Project Description
Short Breaks Holiday Clubs	✓	Day Short Break Clubs for profoundly disabled children provided by KCC as a result of the closure of Preston Skreens.
Specialist Nursing Function review	✓	A review across Education, Public Health, Social Care and the CCGs has been undertaken to inform changes/amendments and new specifications for elements of the nursing service. This is an ongoing review to improve the service provision.
Multi Agency Specialist Hub (MASH) review	✓	A review of the function and utilisation of the MASH building has been undertaken to identify where improvements to current services can be made, and to look at ways to optimise the available space in the building. Financial savings are forecast for later this financial year.
Portage Review	✓	A review of the Portage Specification is being undertaken to ensure that KCC and CCG outcomes for children are being met in the most efficient and effective way possible. Service quality improvement and financial savings could be seen this financial year.
Speech and Language Therapy (SaLT) and Occupational Therapy (OT) Traded Service	✓	SaLT and OT in North Kent is provided by MCH. The 'Traded Model' means that if a child's primary need is educational, then education are responsible for commissioning the service, and if the child's primary need is Health, then the CCGs are responsible to commission the service. Previously the CCGs were undertaking the commissioning of the service for all children regardless of primary need. For further details please see the SaLT and OT Case Study in appendix D.

2.2 In relation to the wider commissioning activity, the arrangements in a number of areas around the country have been reviewed to inform the structure that has developed.

2.3 The North Kent CCG team and KCC Children's Strategic Commissioning teams are now working in a much more aligned way. This new way of working, as part of a virtual integrated team, has allowed a more fluid approach to resourcing and recognising that in many forums representation can be joint, as long as routed back into both organisations' appropriate governance structures. This has reduced the amount of commissioning officer time needed for each organisation. Benefits of an aligned, as opposed to integrated, team include a less formal initial structural arrangement. This also means that the team/project is able to develop over time, with an iterative approach to final provision/ delivery. This also leaves the opportunity for a more fully integrated approach to develop in the future.

- 2.4 The approach is being shared with other CCGs and wider partners to see if there is interest in adopting a similar but localised approach to Integrated Children's Commissioning. As part of the work a full diagnostics of the current services which are commissioned for children and young people could be undertaken to identify any gaps or overlaps in service provision. Consequently, supporting 3-5 year plans can be developed across the next few years to work with partners to commission services together more effectively based on local priorities.

3. Conclusions

- 3.1 The North Kent Health Integration Project began in 2015, and has since delivered a number of benefits. Working in an integrated way has resulted in better communication, sharing of knowledge and the building of relationships. In working together, we have been able to deliver real benefits to children and young people.
- 3.2 Opportunities are being identified through the use of the three to five year plan which has been developed to support this project. There is the opportunity to develop similar arrangements with other parts of the county as long as it is responsive to local arrangements.

4. Action

4.1 Thanet HWB are asked to take note of the implications of this Integrated Commissioning Project for Children's services.

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