

Health and Wellbeing Board
28 July 2021

	Report for Information
Title:	Collaborative Commissioning to Support an Integrated Health and Care System
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Brief summary:	<p>The report provides an update on the approach to develop Joint Commissioning for Integrated Care, which will underpin commissioning reviews and intentions going forward.</p> <p>Nottingham City Council, Nottinghamshire County Council and the Nottingham and Nottinghamshire Clinical Commissioning Group (CCG) are developing a system approach to Joint Commissioning for Integrated Care. This will be focused on those work programmes where there is clear benefit for our citizens in aligning the commissioning and integrating delivery of services between health and care.</p> <p>The Local Government Association (LGA) is supporting the development of the programme through a series of facilitated workshops which will take place in September 2021 with stakeholders from across the system, including the Health and Wellbeing Board.</p>

Recommendation to the Health and Wellbeing Board:

The Health and Wellbeing Board is asked to:

- note the proposed approach to Joint Commissioning for Integrated Care; and

- consider the role of the Board in delivering Joint Commissioning for Integrated Care.

Contribution to Joint Health and Wellbeing Strategy:

Health and Wellbeing Strategy aims and outcomes	Summary of contribution to the Strategy
Aim: To increase healthy life expectancy in Nottingham and make us one of the healthiest big cities.	<p>Through Joint Commissioning for Integrated Care, there will be a focus on addressing inequalities by ensuring there is targeted support for those groups with the poorest outcomes.</p> <p>The approach will be across children and adults, with a focus on proactive interventions and supporting citizens to self-care, utilising community and personal assets wherever possible.</p>
Aim: To reduce inequalities in health by targeting the neighbourhoods with the lowest levels of healthy life expectancy.	
Outcome 1: Children and adults in Nottingham adopt and maintain healthy lifestyles.	
Outcome 2: Children and adults in Nottingham will have positive mental wellbeing and those with long-term mental health problems will have good physical health.	
Outcome 3: There will be a healthy culture in Nottingham in which citizens are supported and empowered to live healthy lives and manage ill health well.	
Outcome 4: Nottingham’s environment will be sustainable – supporting and enabling its citizens to have good health and wellbeing.	

How mental health and wellbeing is being championed in line with the Board’s aspiration to give equal value to mental and physical health

Mental health and wellbeing is a key area for Joint Commissioning, recognising the need for an aligned approach across health and care. Ensuring there is an underpinning framework to our commissioning approach based on the Joint Strategic Needs Assessment, will ensure there is parity between physical and mental health.

Background papers:

None

Commissioning Reviews and Commissioning Intentions

Introduction

1. In order to achieve the desired outcomes for our population, the approach to commissioning integrated care is being developed within the Integrated Care System (ICS).
2. Nottingham City Council, Nottinghamshire County Council and Nottingham and Nottinghamshire Clinical Commissioning Group (CCG) have established a working group to bring about a shift in the way health and care commissioners work together to improve population outcomes.

Developing a system approach to Joint Commissioning for Integrated Care

3. The aim for Joint Commissioning is to achieve the vision of Integrated Health and Care within the ICS, joining up strategic leadership and the transformation of health and care to improve outcomes for our population, ensuring decision making is led and integrated at the appropriate population level, with an emphasis on subsidiarity.
4. Nottingham City Council, Nottinghamshire County Council and Nottingham and Nottinghamshire CCG will have a single, strategic approach to commissioning integrated services for the population of Nottingham and Nottinghamshire, with ICPs responsible for integrating provision at a place level.
5. Joint Commissioning is more than just procuring services. It needs to focus on the wider determinants of health and wellbeing, focusing on the broader range of actions that impact on individuals and communities.
6. Joint Commissioning will:
 - Deliver **personalised services**, by involving people in their own care and care decisions;
 - Transform people's experiences from fragmented care to **coordinated care** through service re-design and improved care pathways;
 - Improve care outcomes by **expanding prevention and early intervention** services, especially at home or in the community; and
 - Produce efficiencies by **reducing waste and service duplication**.
7. The working group has three priority areas:
 - a. Agree a local authority and CCG **commissioning strategy and policy framework** to support progress with joint commissioning and service re-design;
 - b. Establish the **governance arrangements** to support the integration of health and care commissioning and delivery in Nottingham and Nottinghamshire; and
 - c. Confirm a **work programme** based on ICS priorities for service delivery areas where there are clear opportunities to improve value through a joint commissioning approach.

Joint Commissioning Strategy and Policy Framework

8. Work is progressing to define a local authority and CCG commissioning strategy and policy framework to support progress with joint commissioning reviews and commissioning intentions.
9. The framework will set out the principles which underpin our collective approach, and how we will shape our services to support people, places and populations, with a focus on commissioning for outcomes.
10. A key element of the framework will be the agreement of shared priorities and commitments, based on the local JSNAs, and explicitly set out in a strategic plan, using the opportunities of the Health and Wellbeing Strategy, and the Better Care Fund.

Governance arrangements for the integration of health and care commissioning

11. The governance arrangements underpinning joint commissioning will need to be clear regarding the lines of accountability, and how decisions about risk taking and risk sharing are taken.
12. The governance will need to enable constructive resolution of differences and empower staff at all levels to operate jointly.
13. The Health and Wellbeing Board's partnership approach and role in improving the health and wellbeing of the population, supporting integration and developing JSNAs mean it is well placed to provide the required infrastructure for successful delivery of Joint Commissioning for Integrated Care.
14. Further discussion on governance arrangements will be undertaken as part of the next steps work.

Developing a work programme

15. A work programme of priorities for Joint Commissioning will be developed from the insights of the JSNA, the Health and Wellbeing Strategy and articulated in a Delivery Plan.
16. The Delivery Plan will focus on those areas where there is a clear benefit to aligning the commissioning approach of partners, recognising there are some commissioning areas that will remain the sole responsibility of individual statutory organisations.
17. Delivery of the work programme may include the alignment of commissioning teams and pooled budgets.

Next steps

18. Commissioners from the CCG and local authorities are working with the Local Government Association to develop the approach to Joint Commissioning for Integrated Care within the ICS.
19. During July, workshops will be held with system stakeholders to:
 - Complete a self-assessment on the current position with joint commissioning;
 - Develop our ambitions as a system; and
 - Confirm the principles that will form the strategy and policy framework.
20. This work will then provide the structure for our plans to progress Joint Commissioning for Integrated Care across the ICS.