

ENCLOSURE: 7

AGENDA ITEM: 9

## Bromley Borough Based Board

DATE: 3 March 2022

<b>Title</b>	<b>Community Services Commissioning Report for Delegated Areas</b>	
This paper is for <b>information</b>		
<b>Executive Summary</b>	<p>This information report gives highlights of the CCG's community services commissioning work in Bromley in 2021-22. The report focuses on those commissioning activities not directly connected to work on the pandemic and or work not previously presented to the Borough Based Board.</p> <p>The report summarises developments and outcomes across a wide range of community health and care services including services for children and young people, mental health services, support to care homes and the current procurements for Urgent Care Centres.</p>	
<b>Recommended action for the Committee</b>	The Board is asked to note the very positive progress made in community services commissioning over the last year.	
<b>Potential Conflicts of Interest</b>	n/a	
<b>Impacts of this proposal</b>	<b>Key risks &amp; mitigations</b>	n/a. This is an information report
	<b>Equality impact</b>	n/a. This is an information report
	<b>Financial impact</b>	
<b>Wider support for this proposal</b>	<b>Public Engagement</b>	n/a. This is an information report. All developments referred to in the report have involved extensive public engagement where appropriate
	<b>Other Committee Discussion/ Internal Engagement</b>	n/a. This is an information report
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Executive sponsor:	

## Community Services Commissioning Report for Delegated Areas

### Introduction

Much of the work of the Bromley CCG team in the last year has necessarily focused on the local response to the Covid-19 pandemic. This work and its outcomes has been reported to this Board and other forums on a regular basis.

In spite of the priority given to work on the pandemic, excellent progress has been made on other delegated community services commissioning in the last year. This report gives highlights of this work with a focus on those commissioning activities not directly connected to work on the pandemic and or work not previously presented to the Borough Based Board.

The work presented in this report is led by the CCG arm of the SELCCG (Bromley) and London Borough of Bromley Integrated Commissioning Service.

### Children and Young People Services

A new Associate Director of Children and Young People Integrated Commissioning role was created in 2021 to take a lead and provide extra capacity and focus to this programme of work to strengthen our system and offer to the children and young people of Bromley.

Following comprehensive reviews of our Speech and Language and Occupational Therapy services, we have developed a Therapies Project which is working in partnership with all stakeholders to coproduce a Therapies Commissioning Framework, some short-term procurement to address current pressures, and a strengthened 3-Tier approach. The aim of this transformation is to enable children and young people to be proportionately supported with their therapy needs at the most accessible point, reducing the need for many to access formal specialist therapies.

Work has begun on a review of Community Paediatric Services with a view to bringing services closer to the community and with services delivered in settings where children and families usually access support.

A start has been made on the review and recommissioning of Bromley Healthcare children and young people services. This will be developed in light of the recent CQC inspection report.

We have also increased the health resource to our Multi Agency Safeguarding Hub (MASH) to increase safety and reduce risk to children and young people at risk of harm,

by enabling more effective and timely information sharing by health with multi-agency partners.

As a consequence of the pandemic there has been a significant rise in referrals to Child and Adolescent Mental Health Services (CAMHS) and Bromley is no exception with 30% higher levels of activity. The borough is better placed than many areas to manage these challenges following the procurement of a new integrated children and young people's mental health and wellbeing service (Bromley Y) in April 2021, and additional work underway across Bromley Y and NHS Oxleas CAMHS to develop new services and pathways to meet the current challenges. A third mental health support team (MHST) was also rolled-out to Bromley schools in January 2022, whilst a new mental health schools leadership links group was established in October 2021 which brought together school leaders with mental health practitioners. We are introducing a CAMHS Partnership Board to support the multi-agency collaboration and coordination of this work in support of children and young people.

### **Mental health and Wellbeing Services for Adults**

2021/22 was the first year of the delivery of the Bromley mental health community transformation programme, which is seeing additional services set-up in support adults with mental health challenges in the community. At the heart of the transformation is the new Community Wellbeing Hub, an innovative VCS/NHS partnership which has been commissioned on a pilot basis between BLG Mind and NHS Oxleas. The hub will be a single point of access for mental health provision, providing tailored help and support for people outside of more specialist NHS services. Alongside the hub, the CCG has established eight new mental health practitioners in Primary Care Networks (PCNs) providing a direct link between GP Practices and other mental health and wellbeing support in the community. Bromley has been the most successful area in south-east London at recruiting these important new roles.

Work has also commenced on improvements to Bromley's supported housing provision for people with mental health challenges who are at risk of becoming homeless, with new joint work initiated across the CCG, LBB housing and core mental health services.

### **Learning disabilities and autism**

The CCG as been working with Bromley Council to deliver learning disabilities and autism development. This work has seen a reduction in the number of people requiring hospital services or long-term residential placements. Throughout the last year, dedicated work by NHS and social care teams have been undertaking coordinated work with children and adults with LD and ASD to prevent hospitalisation. A particular success in this area has been the further roll-out of physical health checks for people with learning disabilities, which now includes young people who are aged 14 years and above. The clinical lead for learning disabilities has delivered a project in this area, overseeing improvements in quality and outcomes for clients. The CCG is supporting the Council's lead on developing an autism strategy through joint funding project resources and supporting the strategy development. The CCG is able to make a one-off investment of c.£250K to support the development of joint learning disability and autism developments in 2022/23.

## **Hospital at Home**

Through a hospital at home approach we have continued to expand the urgent community response (UCR) offer. Capacity has been increased in Rapid Response and establishing a Rapid Access to Therapies Team (RATT) providing same day therapy assessment and interventions in case of an emergency and to prevent the need for a hospital attendance.

More recently there has been more work done to enable patients who would have previously required a hospital admission to receive their treatment at home through an integrated acute and community health provider offer. For example, the children's Hospital @Home service which enables unwell children to receive their intervention at home via the community nursing team (BHC) under the guidance of the KCH Paediatrician and the community Intravenous Antibiotics (IVA) offer has enabled patients with long term COPD or respiratory condition exacerbation to receive their treatment at home instead of a long term hospital admission through the care of the community adult nursing teams under the guidance of the KCH Respiratory consultant.

The ONE Bromley Executive have endorsed a plan to develop a broader Hospital @Home offer to better meet the needs of the community. The model development is being led by an academic Emergency Care Consultant through the ONE Bromley partnership and is anticipated to be mobilised in a phased way from Summer 2022, with full implementation by December 2023.

## **Continuing Healthcare**

The Bromley continuing care (CC)/continuing healthcare (CHC) team delivers work to meet the statutory requirements of the CCG in relation to clients who meet the criteria for these services. Bromley has a larger and older population than the other five boroughs in South-East London, with a greater number of residential care and nursing homes. This results in a significant amount of additional activity in the Bromley CC/CHC team relative to other areas. In 2021/22, improvements to the way that people are discharged from hospital in light of covid-19, have led to a need for the CHC team to transform their operations around the new way of working. The team, has also worked with Bromley Council to establish a joint direct payments pilot which was launched in January 2022. This will see more clients of CHC benefitting from a personal health budget – and better able to shape and direct their own care needs. A new winter resilience team was also set-up in CHC which has increased the number of assessments and reviews delivered through this challenging period.

## **Support to Care Homes**

The CCG and Bromley Council continue to achieve strong joint-working relationships with the local care home market which continues to show resilience against the ongoing challenges the sector faces.

This joint approach has been recognised across south-east London for best practice in several areas.

The Care Settings Digital Programme, has enabled settings to maximise digital channels available to improve resident care, quality and efficiency in ways of working, e.g. using of secure email, proxy ordering for medication and accessing shared patient NHS care records.

Enhanced support for residents at the end of their life, oversight and support regarding covid19 outbreaks and managing hospital discharge are all examples where joint working with the sector has improved residents journeys and outcomes.

Equity of support offered to Learning Disabilities and Mental Health providers has also improved with an ECHO Training community now also in place for these providers as well providers invited to access all new initiatives being offered to care settings including proactive work around falls reduction and recognising signs of deterioration in residents.

Joint working with housing to develop new opportunities that arise in the borough as well as ongoing work with Mental Health providers and the Extra Care Housing market continue to ensure we are fully utilising the housing with care model to achieve maximise opportunities for Bromley residents to maintain their independence.

### **End of Life Care**

The ONE Bromley End of Life programme has made positive progress in a range of areas including mobilising a more co-ordinated process and pathway for the discharge of rapidly dying patients which aligns care and support post discharge and ensures timely communication to primary care.

An interim arrangement was put in place for access to out of hours medication that is now being reviewed, alongside best practice development on Gold Standard Framework Meetings (GSF) to ensure effective communication across all agencies to deliver co-ordinated, wrap around support and management of palliative patient's care.

Delivering fluids to palliative patients in the community is now offered to avoid the potential need for a hospital admission with excellent performance for patients enabled to die in their chosen place of death.

The programme is leading on the transition from Co-ordinate My Care to the Better platform, which will be used as an opportunity to relaunch the shared care record and build confidence and capacity across the system to ensure the highest possible care to patients and their families/NOK at the end of their life.

### **Urgent Treatment Centre procurement**

We are reviewing the current provision of Urgent Treatment Centres in Bromley, in preparation for a procurement exercise to establish new contracts for October 2022.

To date we have undertaken a series of engagement exercises. Patient and public engagement has been through on-site and online surveys, and two patient and service user focus groups. Engagement is also taking place with commissioners and subject

matter expects from the CCG, LBB, and London Shared Services, within Bromley and across the other south east London boroughs;

Robust exit planning has been established with the incumbent provider to support any transition and mobilisation phases over summer 2022, and the team is now preparing the Invitation to Tender opportunity for April 2022.

### **Termination of Pregnancy**

The Bromley Contracts Service is part of the project team reviewing SELCCG termination of pregnancy provision. Work includes undertaking a gap analysis of inconsistencies between boroughs; negotiating a consistent tariff with providers and commissioning a review of the Central Booking Service (CBS) compared to direct booking.

The review was conducted by a Public Health registrar on placement with Southwark Council between May 2021 – October 2021 and led to a decision to move to direct booking with TOP providers from 1st April 2022. The working group is also working on contract arrangements from 1st April 2022 onwards with the three National Providers, MSI, BPAS & NPAS.

### **Community Pharmacy Covid Vaccine Champions**

We are working with the south-east London Pharmacy Leadership and the Local Pharmaceutical Committees to design and establish the Community Pharmacy Covid Vaccine Champion service. The service supports community pharmacies to engage their local populations in discussions about the vaccination programme, aiming to increase vaccine confidence. The service has been formally reviewed by the University of Kingston - early analysis of data in November 2021 showed 11,627 interventions had been made, with 8,670 interventions led to patients being vaccinated, booked an appointment or signposted to local vaccination centre.

### **The SELCCG Contracts Register**

The Bromley Contracts Service has led on a SEL wide programme to move towards a consistent approach to contract management, this has included working with other SEL boroughs to produce a SEL wide contracts register, identify where contract terms are ending and working with commissioners on proposed future options, streamlining the Procurement process and governance arrangements in relation to contract awards and ensuring contract changes are understood and enacted in a robust and timely manner across SEL.

### **SEL-wide Adult Audiology procurement**

Bromley Contracts Service is part of the project team to procure Community Adult Audiology services on an Any Qualified Provider (AQP) basis, which will be in place from April 2022. This has included working with stakeholders across to enhance the current offer.

Key changes include the referral age being reduced from 50+ years to 18+ years, reducing the need for GPs to re-refer patients and onward referral to secondary care the service when patients needs exceed the clinical remit of community provider, and; having SEL wide contracts so patients can go to any provider across the CCG's footprint (as opposed to those only located within Bromley).