

Southwark CCG's Response to 'Local Early Action: How to make it happen- Report from Southwark & Lambeth Early Action Commission' (March 2016)**Purpose**

This paper notes and responds to the recommendations within the Lambeth & Southwark Early Action Commission, Local Early Action: How to make it happen. This paper sets out how the CCG intends to act on the commission and takes the key recommendations, notes the CCG's work in progress to date, outlines our further medium term plans and our longer term intentions.

Background

The commission, published in November 2015, responded to a commitment from Lambeth & Southwark's Health & Well Being Boards (H&WBB) to enhance the work of the voluntary and community sector in building resilient communities within Lambeth & Southwark within the current budgetary restraints. In July 2014 the Southwark Health and Wellbeing Board approved the creation of an independent Early Action Commission. The aim of the commission was to make a series of recommendations about how local health & social care partners can work together to take a more preventative approach and shift investment towards upstream preventative measures as opposed to downstream treatment and care.

Our commitment to early action

NHS Southwark CCG welcomes the commission and views the recommendations as helpful in the delivery of Southwark's Joint Five Year Forward View (5YFV). The 5YFV sets out our local ambition to create a much stronger emphasis on prevention and early action as well as deeper integration across health and social care, and the wider voluntary and community sector (VCS). The CCG is committed to creating resourceful communities and services that respond to the wider social determinants of health are embedded in local communities and deliver system wide value.

The commission recognises the work to date that has begun to transform Southwark's health and social care economy to be more proactive, preventative and act early. This includes the development of Local Care Networks (LCNs), strengthening partnership working with the VCS with projects such as Safe and Independent Living (SAIL) and system wide approaches to prevention such as Southwark Healthy High Streets. The CCG welcomes the recommendations identified by the commission which gives the CCG and its partners a clear framework to take this work further and take system wide approaches to early action.

The CCG, in partnership with the Council, are committed to strengthening the commissioning of integrated, proactive and holistic services across our priority populations; children, those living with severe mental illness, and adults with frailty/complex needs. We are currently working with the Council to align into one Commissioning Partnership Team (CPT) which will further bring together the health & social care commissioning agenda for these populations. This development will help us to achieve greater equity and better outcomes for Southwark people by addressing the social as well as the physical determinants of health and wellbeing. The CPT will support the pooling of resources and the alignment of decision-making so that we achieve progressively more integrated health and social care commissioning, and the development of increasingly population-based provider contracts. This new team will begin work in 2016/17.

The commission identifies four priorities, which the CCG recognises, supports and holds central to our commissioning approach:

- **Resourceful communities** where residents and groups are agents of change, ready to shape their lives
- **Preventative places** where neighbourhoods have a positive impact on how people feel and enable them to help themselves and each other
- **Strong, collaborative partnerships** where organisations work together on a shared purpose
- **System geared to early action** where culture, values, priorities and practice support early action as the new 'normal' way of working

How we intend to take forward the commission's recommendations

The CCG is committed to ensuring that the recommendations from the commission are taken account and acted upon through its commissioning remit. This work is currently being driven by the Building Resilient Communities & Prevention Programme Board (under review) which brings together partners across health, social care and the VCS. The CCG views the Local Authority's Public Health Department as a key partner of this board and has engaged in discussions to ensure that the CCG commissions services that are evidence based and utilises both universal and targeted approaches to prevention where most appropriate.

The CCG intends to act on the commission recommendations as outlined below:

Stage 1: Prepare the ground

- **Establish senior leadership & commitment**

The CCG is an active partner within Southwark's Health & Well Being Board (H&WBB) with Jonty Heaversedge (CCG Chair) as Vice Chair. Both Clinical & Executive CCG Governing Board members are engaged and committed to ensuring that early action and evidenced based preventative approaches are taken to the public health needs of Southwark residents.

Further to the H&WBB, the CCG is in the process of reviewing the governance and programme boards of the organisation. Currently, the Building Resilient Communities and Prevention Programme Board has been responsible for driving early action, resourceful communities and preventative approaches throughout the CCG's commissioning intentions and work plans. This will be replaced by a programme structure for each of the priority populations; children, complex adults and serious mental illness. 'Early Action' will be a key objective across all of these programmes, and will be driven by an 'Early Action Challenge' group. As these programmes

develop the CCG will commit to ensuring each programme develops an 'Early Action Implementation Plan' by September 2016 which will outline the priority deliverables for the next 3 years that will build resourceful communities and shift investments upstream for these populations.

- **Map assets across both boroughs**

Work to map local assets within Southwark has been ongoing through a number of forums including Southwark Lambeth Integrated Care (SLIC), Pembroke House, the commissioning of self-management programmes and the Southwark Wellbeing Hub. However, it is recognised that more work is required and the CCG will continue to invest in this work for two key benefits; to develop and strengthen relationships across local care networks, and provide a foundation for effectively supporting individuals to self manage and support professionals to increase social prescribing. We acknowledge that the mapping of assets cannot be a static process, we will work with the Local Care Networks to ensure we have organic systems that can enable communities to broadcast and navigate communities as assets evolve and change. These asset maps will enable us to better align resources and investment when taken alongside the ongoing Joint Strategic Needs Assessment.

Stage 2: Find Resources

- **Set up a dedicated change fund to support system change**

The CCG recognises the need to resource local change appropriately, and have subsequently identified a Research Challenge Fund to learn more about how the voluntary and community sector work with specific local populations to support positive behaviour changes and improvements in wellbeing. This work will provide a valuable piece of research for participant organisations and it will inform the way the CCG understands and commissions these wellbeing and early action services. This will be an initial project, which will be followed by a further grant based fund to support local innovation. The CCG will take the learning from these work streams and continue to consider opportunities to support system change going forward.

- **Pool budgets between organisations and departments**

The CCG acknowledges the value of consolidating budgets to ensure investment in early action and a strong focus on prevention. Southwark were one of just six boroughs nationally to be given full unqualified approval for its Better Care Fund (BCF) plan, a pooled budget between the CCG and council which shifts resources into social care and community services with the aim to help people stay out of hospital if they don't need to be there by providing better services closer to home. Making resources for early action go further does remain a challenge however, particularly with the current financial challenges of social care and health funding and will only happen if our organisations continue to operate within the clear framework as set out in the Joint FYFV.

- **Tap into community based assets**

The CCG values the importance of approaches which recognise, identify and harness existing community based assets as a way of strengthening communities and promoting resilience. The CCG and Council have agreed to develop a Joint Voluntary & Community Sector Strategy that sets out the vision for stronger partnership working with the VCS. This strategy will be co-produced with the VCS and completed by October 2016, which will layout the CCG & Council priorities for strengthening our VCS partnerships going forward.

Stage 3: Change Systems

- **Classify spending to distinguish early action from downstream coping**

As outlined in Southwark's 5YFV, the CCG is committed to shifting investment to early action and preventative measures. The Early Action Task force classification of spend provides a useful and consistent tool for establishing current investment in early action. The CCG is committed to undertaking a review of current spend, which will utilise this approach and use this information as a baseline of investment into upstream preventative measures going forward.

- **Establish a long term plan, across 5-10 year, with specific milestones**

Southwark's 5YFV sets out the main aspects of the CCG's strategy for transforming health services and strengthening our focus on prevention and early action. However, we recognise that we must continue to develop this into a specific action plan. The CCG will develop an action plan and highlight the investment necessary to deliver the ambitions set out in this local Five Year Forward View. We will publish this detailed plan 'Southwark's Forward View: Into Action', by June 2016.

- **Commit to shifting a significant percentage of yearly spend to early action**

Our 5YFV commits us to changing contracting mechanisms with a shift from payment based on episodes of care to investing in improved outcomes for our citizens. This work will enable us over time to set targets for shifting resources from downstream services to fund early action that can be incorporated into future planning cycles. Specifically we are working with the Local Authority to look at effective joint planning for Children and Young People's Services. We are supporting the development of a joint commissioning approach for Mental Health Services and will be working jointly on older adults.

- **Establish clear oversight arrangements with regular monitoring and reporting**

The CCG support the recommendation for the H&WBB to monitor and report Southwark's shift to early action across the partnership. We are committed to making this happen and will work with partners to set up systems to report to the H&WBB by providing information and resources as necessary.

- **Transform the commissioning process to support early action**

Establishing the CCG & Council Commissioning Partnership Team will enable us to transform the commissioning process to support early action. Over time, and with a jointly agreed remit, the CPT will become the vehicle for developing and delivering joint strategic intentions across

health and social care with strong links to education, public safety and public health that will enable a system wide commissioning approach to support early action and commissioning for outcomes. By contracting for outcomes and not activity, with integrated networks or alliances of providers, across whole pathways of care, we will incentivise providers of health and social care to increase value by focusing on intervening early to reduce utilisation of health services.

- **Develop a shared evaluation framework**

The CCG recognises the need for a shared evaluation framework to enable consistent monitoring of the system wide shift to early action. We view this as a central role of the H&WBB, supported by public health. The Commissioning Partnership Team, will provide the opportunity for such an evaluation framework to be central to the local commissioning of health and social care and used to inform future planning.

Stage 4: Change Practice

- **Improve connection, co-ordination and knowledge sharing**

Ensuring that local people and organisations are connected and informed is central to building resilient communities. The CCG will work in partnership with the local Authority to enhance the local self-management offer and support voluntary and community sector to empower people and communities. Ensuring that people are aware of the services and support available in their local area is a key challenge to address in Southwark. We continue to explore and pilot different models of empowering people with the information required to successfully navigate local services. These models include community patient champions, directories of wellbeing services and care navigators. We will utilise innovative approaches to improving connections, co-ordination and knowledge sharing which will empower patients with information about local services which can improve their lives and facilitates collaboration between organisations.

The CPT provides opportunity to coordinate these models more widely across the breadth of public sector and VCS organisation, ensuring a seamless service for the people of Southwark. This will also facilitate wider sharing of information across organisations to breakdown the artificial boundaries that exist between these services and facilitate greater collaboration. The CCG and Council's commitment to coproducing a Voluntary Sector Strategy intends to further strengthen the local VCS to mobilise community action and makes best use of community resources, skills, knowledge and spaces. It will be a priority for the CCG to work with the council during 2016/17 to agree a joint approach to ensure that we appropriately resources communities with information, sign posting and navigation services that empower citizens to take early action of their lives, supported by appropriate health and social care services and the VCS.

- **Stronger partnerships and more integrated working**

The CCG have also been working to set up Local Care Networks (LCNs) within Southwark. LCNs bring together providers from across health and social care (including the voluntary sector), to work together to address common challenges. We expect that these Local Care Networks (LCNs) will bring together doctors, nurses, social workers, therapists, housing support workers, home carers and voluntary sector groups to work together with a shared ambition to support the needs of individuals and improve health outcomes for the population. By coming together, providers can look at the range of services that they provide for our populations and see how they can work better together to improve and integrate them. By having the VCS as a core member of LCNs, it will help facilitate improved working between the statutory and the voluntary sector, and ensuring that VCS services are integrated as part of patient and customer pathways

- **Devolve more power to neighbourhoods**

LCNs are an example of our ambition for improved asset-based and partnership working in health. The networks are expected to increase personal resilience and reduce dependency on downstream services. These networks will share accountability for the outcomes of their local

population, and they will use evidence and experience to plan and organize the local delivery system.

In addition, we are embedding a Population Health Management approach that will allow all parties to share data and risk stratification tools so that we can better understand, anticipate and respond to the needs of our populations. By embedding this at a Local Care Network level we can ensure that we are responsive to the needs of our population on a highly localised basis.

- **Promote and apply the principles of co-production**

We recognise that to successfully transform commissioning we need to further strengthen the role of our citizens in the commissioning process. The CCG has many good examples of effective engagement and co-design of services, such as the recent co-design of an integrated weight management service with our local citizens, for which our public and patient engagement lead won the Guy's and St Thomas' Involvement to Impact award for patient and public engagement. However, we need to ensure that there is a shift in expectations so that such good practice become the norm across commissioning programmes rather than being considered a gold standard example. We will build on our award winning approach to partnership working with local people and ensure that the service user voice is at the centre of the commissioning process going forward.

- **Strengthen the focus and funding of the VCS in Southwark & Lambeth**

We will continue to have a vibrant and diverse voluntary and community sector, working closely at the heart of communities with general practitioners and social workers as central professionals. An example of this is the pilot currently underway between Safe and Independent Living (SAIL) and the GP Federations within Southwark. SAIL Navigators are now working within General Practice to support the holistic needs of local residents and work collaboratively across the voluntary and health sectors to better integrate services.

We further recognize that funding streams for the VCS have tended to be relatively short-term which has compromised planning and investment. By working with the Council to develop a joint strategy we would aim to award funding on a long term basis to help ensure the sustainability of the VCS sector.

Conclusion

In summary, the CCG welcomes and supports the recommendations outlined in the Early Action Commission. As noted by the commission, we have already begun to make significant steps to shifting our focus to prevention and early action and we are committed to acting upon the recommendations outlined by the EAC and further transforming the local health and social care system to bring about better outcomes for Southwark Citizens. The CCG's immediate steps to doing this will be the transformation of our commissioning structures through the formation of the CPT for specific populations, the implementation of *Southwark's Forward View: Into Action*, and the development of Local Care Networks as the foundations for collective and cohesive action to improve the health and wellbeing of our citizens. This response outlines the key steps that the CCG will take to implement these changes in 2016/17.

The CCG looks forward to working with the H&WBB and local partners in implementing the commission's recommendations and transforming Southwark's communities to focus on preventing social problems and ill health.