

To: Renfrewshire Integration Joint Board

On: 15 September 2017

Report by: Chief Officer

Heading: Planning and Commissioning Arrangements

1. Summary

- 1.1 This paper summarises and brings together the strategic planning and commissioning activity in Renfrewshire HSCP. It describes how this links with the wider planning systems which we are part of, and notes how planning and commissioning will progress over the next year.

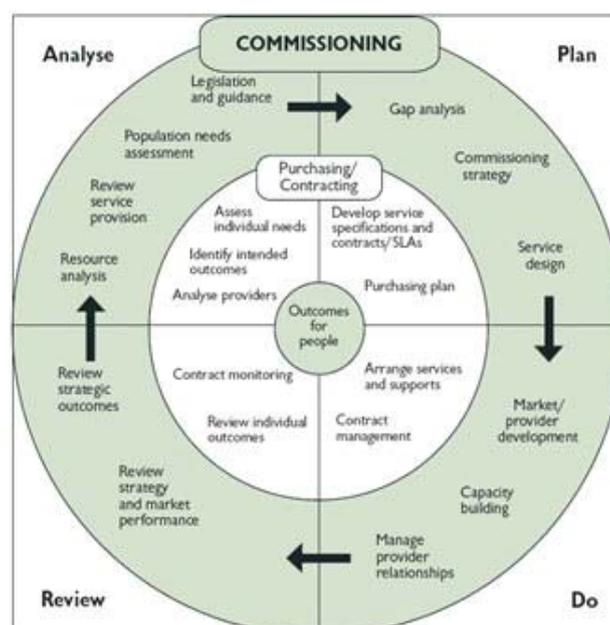
2. Recommendation

It is recommended that the IJB:

- Notes current planning and commissioning activity; and
- Approves planned activity in this area over the next 12 months.

3. Background

- 3.1 Planning and commissioning are cross cutting activities, linking strategic and financial planning with service delivery. The process involves assessing and forecasting needs, agreeing desired outcomes, considering options, and planning and implementing the nature, range and quality of future services. The elements of strategic commissioning are sometimes described using the diagram below:



- 3.2 In Renfrewshire, a comprehensive strategic needs assessment profiling our population and highlighting service implications has been developed and is used to inform much of our ongoing planning and service responses. This is regularly reviewed, and informs the strategic planning process.
- 3.3 Renfrewshire HSCP Strategic Plan 2016-19 is the key organisational plan, produced under the terms of the Public Bodies (Joint Working) (Scotland) Act 2014, to describe how we will move towards our vision:
- “Renfrewshire is a caring place where people are treated as individuals and supported to live well”.*
- Achievements in Year 1 were recorded against the Year 1 Action Plan, and Year 2 actions have now been agreed by the HSCP senior management team.
- 3.4 In March 2017, the IJB approved the HSCP strategic commissioning intentions for unscheduled care. These commissioning intentions cover:
- Emergency department attendances
 - Unplanned admissions
 - Delayed discharges
 - Occupied bed days for unscheduled care
 - End of life care
 - Balance of spend across institutional and community services.
- 3.5 Following discussion with senior leaders and clinicians at our main acute hospital, the Royal Alexandra Hospital (RAH), a joint Acute/HSCP improvement programme has been developed to reduce our use of unscheduled care services. This includes a drive to impact on patient behaviour, directing people to the most appropriate services to meet their needs. We also aim to further develop services in Renfrewshire to continue to support people to live longer in their own community, including supporting staff in care homes to avoid hospital admission for residents wherever that is appropriate. A range of rapid access hospital services are being developed for GPs to refer to that will prevent the need to direct patients to the Emergency Department. Information on available community services is being shared with hospital clinicians to help them safely navigate patients to appropriate services when needed.
- 3.6 Our Strategic Plan and Acute Unscheduled Care Commissioning Intentions are high level documents which are supported by commissioning activity for specific care groups. Our 10 year Older People’s Commissioning Plan describes in detail the demographic challenges facing us and how we need to develop services to respond to these challenges. We are currently reviewing the Care at Home service and our day services for older people, and we are seeking to increase services for those with dementia as the numbers diagnosed have risen and are expected to rise further. It remains difficult to influence private providers of care homes, but we work closely with Scottish Care and their development worker to ensure that we maintain regular dialogue and we will continue this engagement to

begin to shape the local care market so that it is better able to meet the emerging needs and demands from our local population.

- 3.7 Other planning and commissioning work includes the robust review and monitoring of all care contracts, including the service level agreements for the two hospices we work closely with in Renfrewshire for which we have lead commissioning responsibility. We are also continuing to monitor and improve day service opportunities for those with learning disabilities. Commissioning services in this area is challenging due to the changes created by self-directed support but our work to ensure we have up to date information on needs, and the choices being made by service users is vital to enable us to respond effectively to service users preferences.
- 3.8 We continue to work to develop and improve our working arrangements with the Council's Housing and Development Directorate. We contributed to the Local Housing Strategy 2016-19 and this is reflected in the Housing Contribution Statement in our Strategic Plan. Our current agenda with Housing and Development includes improving how we plan and share demographic and users needs information, agreeing priority areas for investment and resources and working to ensure we are fully sighted on new developments and the service implications these will have.
- 3.9 We are also working closely with colleagues in Housing Services as part of the SHIP (Strategic Housing Investment Plan) to commission further supported accommodation services for adults with Mental Health problems. Preliminary discussions have taken place regarding the expansion of the current provision at the Westerfield site in Paisley. In addition to this the Review and Commissioning Team are working closely with the CMHT, Dykebar Hospital and the Framework Providers to future proof existing supported accommodation services.
- 3.10 IJBs are responsible for the planning and commissioning of safe and effective Out of Hours services. Strategic planning of the GP Out of Hours service is hosted by Renfrewshire IJB on behalf of the six IJBs in the NHSGGC area. Operational delivery of the service is hosted by NHSGGC Acute Services. A review of the current GP out of hours emergency service model is underway to ensure that we can continue to provide an efficient, responsive service that is sustainable going forward. Ensuring safe, accessible services to patients and staff during the Out of Hours period is a key factor in ensuring high quality services to the population of NHS Greater Glasgow and Clyde. This is linked to a wider review and redesign of health and social care out of hours services across a range of services which is being led by Glasgow City IJB.
- 3.11 Renfrewshire has an allocation of £187,000 Primary Care Transformation funding in 2017/18 to develop the wider primary care team working in support of daytime general practice. This funding will support the continued development of cluster working led by Cluster Quality Leads in 6 cluster groups across Renfrewshire, as well as the development of models of community phlebotomy, prescribing support, improved approaches to managing frail elderly patients and the development of structures for multi-disciplinary team working. These are all seen as key enablers as we move into planning for the new GP contract in April 2018.

- 3.12 In Renfrewshire, the HSCP is a key Community Planning partner and we have contributed significantly to the emerging Local Outcome Improvement Plan and the Council Plan. In the last 3 years, we have worked closely with the tackling poverty work, leading on two initiatives to improve resilience and mental health among young people.
- 3.13 As part of the NHS Greater Glasgow and Clyde system, the HSCP has to reflect Local Delivery Plan (LDP) targets and the clinical strategy in all strategic planning. The Strategic Plan and Acute Unscheduled Care Commissioning intentions prioritise these directional documents.
- 4. Future Activity**
- 4.1 In preparation for the pending inspection of Adult Services, a self-evaluation has been carried out covering planning and commissioning. Using this information, we are now reviewing our Strategic Needs Assessment and developing a market position statement to direct and influence our own and commissioned services.
-

Implications of the Report

1. **Financial** – None.
 2. **HR & Organisational Development** – None.
 3. **Community Planning** – None.
 4. **Legal** – None.
 5. **Property/Assets** – None.
 6. **Information Technology** – None.
 7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – None.
 9. **Procurement** – None.
 10. **Risk** – None.
 11. **Privacy Impact** – None.
-

List of Background Papers –

Strategic Plan (<http://www.renfrewshire.gov.uk/media/2747/RHSCP-Strategic-Plan-2016-2019/pdf/RenfIJBStrategicPlan.pdf>)

Acute Commissioning Intentions
(<http://www.renfrewshire.hscp.scot/article/4851/Publications--Newsletters>)

Guide to Strategic Commissioning, September 2009
(<http://www.gov.scot/Resource/Doc/284958/0086536.pdf>)

Author: Fiona MacKay, Head of Strategic Planning and Health Improvement