

Commissioning plans

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# Commissioning Intentions and Cycles

Surrey Health and Wellbeing Board  
Thursday 4 September 2014

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# Surrey Heath Clinical Commissioning Group

SHCCG

**NHS**  
Surrey Heath  
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# Commissioning plans - Surrey Heath CCG

## 15/16 Planning Timeframes

Timescales	Actions	Public Engagement	Outputs
Q1 (April-June)	Needs assessment	17 <sup>th</sup> June event – share needs assessment & feed in local intelligence	Update 14/15 needs assessment to inform year 2 of Operating Plan
Q2 (July-Sept)	Gap analysis & prioritisation	24 <sup>th</sup> Sept AGM	Soft intelligence feedback on gaps and priorities for 15/16
Q2	Lead commissioner feedback to associate CCG on outline 15/16 commissioning intentions		Surrey wide priorities identified for MH, Virgin Care, CHC, Children's and transport Services
Q2	Development of Joint Commissioning Intentions around FPH and Surrey Unit of Planning Systems		Draft Joint Commissioning Intentions Developed for Frimley and Surrey systems.
Q3 (Oct-Dec)	<ul style="list-style-type: none"> <li>- Stakeholder input (providers &amp; commissioners)</li> <li>- Refine in light of national guidance</li> </ul>	27 <sup>th</sup> January share final draft commissioning intentions and year 2 of Operating Plan	Final draft year 2 of Operating Plan including commissioning intentions
Q4 (Jan – March)	<ul style="list-style-type: none"> <li>- Align incentives &amp; contracts through negotiation process</li> <li>- Finalise project details</li> </ul>	25 <sup>th</sup> March – Look back on 14/15	Inform annual plan

# Commissioning plans – Surrey Heath CCG

## Year 2 of Operating Plan

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*Local priorities identified from needs, public & practice engagement events:*

- **Prevention & reduction in risk factors** *place based plans, inc. focus on children & families (Borough & Public Health)*
- **Early diagnosis** *including dementia and hypertension*
- **Reducing geographical inequalities**
- **Urgent care pathway and services to the elderly** *full year implementation of Integrated Care Teams/locality CHC*
- **Reducing clinical variation** *(primary and secondary care)*
- **Elective pathways:** *Focus TBC*
- **Greater commissioning integration (health & social care)**
- **Maintaining quality & performance at FPH through HWP acquisition**
- **7 day working**
- **Primary Care & Specialist Commissioning**



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# Commissioning plans – Surrey Heath CCG

## Year 2 of Operating Plan

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Additional **system wide priorities** anticipated:

- Frimley system priorities linked to system resilience
- Surrey Unit of planning priorities with redesign of emergency and urgent care and specialised services representing significant change in 15/16
- Surrey wide CCG lead commissioner priorities (TBC) but will include:
  - CAMHS re-procurement
  - Realising benefits of CCG specialist commissioning



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# Surrey Downs Clinical Commissioning Group

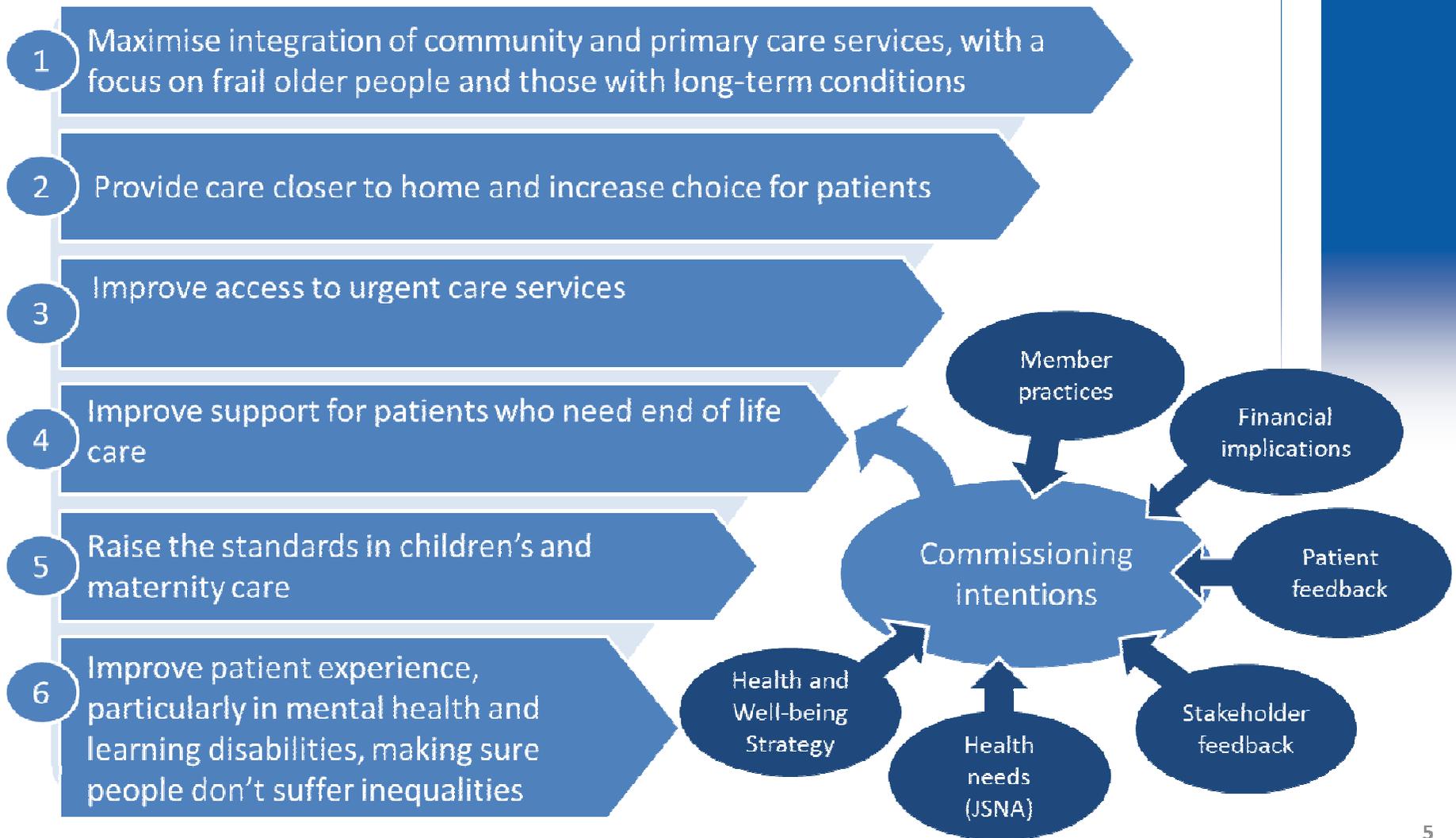
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## – Surrey Downs CCG

### Our priorities and how we reached them



# Commissioning Plans

## – Surrey Downs CCG

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Some **Examples** of what we're doing:

- **Continued investment in prevention and early intervention**
- **A new community model of care to support closer integration** (integrated teams and rapid response), working with CSH Surrey
- **Deliver improvements in diabetes and respiratory care** (e.g. Telehealth project)
- **Improve x-ray services** (including at Dorking and Leatherhead Hospitals), with the support of the League of Friends
- **Improve the Surrey NHS Funded Healthcare Service** (hosted by Surrey Downs)
- **Development of primary care standards around our local health economies**
- **Lead on the procurement for a new Out of Hours service**
- **Enhance urgent care services at Epsom Hospital**



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## – Surrey Downs CCG

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- **Introduced electronic personal records (Coordinate my Care)** to ensure health professionals have access to important health information for end of life care.
- **Introduction of a night-nursing palliative care service.**
- **Continual to develop and provide our in-house Referral Support Service.**
- **Increasing consultant presence in maternity and children's services in line with best practice.**
- **Provide more support for older people with mental health problems.**
- **Continue to deliver our dementia screening project to identify dementia earlier.**
- **Develop a joint commissioning strategy for mental health and learning disability service.**
- **Improve awareness of mental health issues by supporting campaigns and promoting local services.**

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# Guildford and Waverley Clinical Commissioning Group



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## – NHS Guildford & Waverley CCG

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First and foremost the CCG is committed to its partnership work with Social Care to deliver joint initiatives as determined through the Better Care Fund.

In particular:

- Integrating health and social care for the frail elderly population using an Integrated Care Organisation (ICO) model.
- Establishing robust alternatives to hospital care across seven days and making use of social systems of support is a key component of the ICO.

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## – NHS Guildford & Waverley CCG

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In addition we are:

- Continuing to roll out community based services for dermatology, gynaecology and ophthalmology making services more accessible and convenient for patients.
- Implementing new service models for cardiology, Musculoskeletal, ENT, Rheumatology and Pain services that will improve patient experience.
- Increasing the number of psychological therapies available to people with common mental health problems as well as improving mental health care for people who are admitted to the local acute hospital.

# North East Hampshire & Farnham Clinical Commissioning Group

  
*North East Hampshire and Farnham  
Clinical Commissioning Group*

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# Commissioning Plans

## North East Hampshire & Farnham CCG

### Seven Measurable Ambitions

- |            |   |
|------------|---|
| Ambition 1 | Securing additional years of life for the people of NE Hampshire and Farnham with treatable mental and physical health conditions.                    |
| Ambition 2 | Improving the health related quality of life of the estimated 65,000 people with one or more long-term condition, including mental health conditions. |
| Ambition 3 | Reducing the amount of time people spend avoidably in hospital through better and more integrated care in the community, outside of hospital.         |
| Ambition 4 | Increasing the proportion of older people living independently at home following discharge from hospital.   |
| Ambition 5 | Increasing the number of people with mental and physical health conditions having a positive experience of hospital care.                             |
| Ambition 6 | Increasing the number of people having a positive experience of care outside hospital, in general practice and in the community.                      |
| Ambition 7 | Making significant progress towards eliminating avoidable deaths in our hospitals caused by problems in care.   |

# Commissioning Plans

## North East Hampshire & Farnham CCG

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### Sustainability Goals

The NE Hampshire & Farnham health system faces a projected £47m gap by 2018/19. The system will be sustainable when:

- A significant shift from hospital-to-community based care has taken place
- The outcome ambitions are being delivered
- The provider market is thriving, with quality, operational and financial obligations met
- The services delivered are affordable to commissioners



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# Commissioning Plans

## North East Hampshire & Farnham CCG

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### System Principles

- Patients, families, carers and third sector organisations are fully included in all aspects of service design and we will seek to empower individuals in their own care
- All organisations are committed to supporting people to be as healthy and independent as possible in their own home
- We work together to design and implement models of care that enable us to meet future demand within available resources
- We ensure that resources flow in the system to realise our aim
- Contractual arrangements between commissioners and providers will be changed so that they incentivise the behaviours needed
- Clinicians and managers have access to the information they need to offer the best care wherever patients are treated



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# Commissioning Plans

## North East Hampshire & Farnham CCG

Improvement Programme	Key interventions	Examples
<b>1 Empowering individuals to take control of their own health</b>	a) Design and implement a programme of education and active support for self-care and self-management	Self-care Programmes – physical & mental health Reducing smoking, alcohol & obesity in adults and children and young people Roll out “Time to Change”
<b>2 Targeted prevention and early intervention</b>	a) Targeted primary prevention to reduce the incidence of disease b) Systematic detection and early intervention	Vaccination & immunisation Annual health checks Early detection & diagnosis of cancer
<b>3 Introducing a new models of integrated health and social care</b>	a) Building primary care led fully integrated teams b) Improving care co-ordination c) Improving palliative care d) Optimising medicines use	Development of integrated health and social care teams Parity of esteem for mental health & physical health Improve access to 24/7 community nursing

# Commissioning Plans

## North East Hampshire & Farnham CCG

Improvement Programme	Key interventions	Examples
<b>4 Establishing new models of urgent and emergency care</b>	<ul style="list-style-type: none"><li>a) Enhance NHS 111 as the first port of call</li><li>b) Enhance out of hospital urgent care services</li><li>c) Improving hospital services for life threatening conditions</li><li>d) Transforming post-acute care</li></ul>	<ul style="list-style-type: none"><li>Paediatric unscheduled care</li><li>6 month post stroke follow-up</li><li>Mental Health Crisis Concordat</li><li>Establish 24 hour universal single point of access for mental health crisis</li></ul>
<b>5 Improving quality and productivity of planned care</b>	<ul style="list-style-type: none"><li>a) Supporting a quality referral process</li><li>b) Implementing standardised best practice pathways</li></ul>	<ul style="list-style-type: none"><li>Upskill primary care physicians</li><li>Improved management of diabetes, heart failure, atrial fibrillation, respiratory disease, etc.</li></ul>
<b>6 Improving specialist care for our population</b>	<ul style="list-style-type: none"><li>a) Ensuring access to the highest quality sustainable specialist physical and mental health services</li></ul>	<ul style="list-style-type: none"><li>Focus on specialist mental health services – children and adults</li><li>Ensure high quality specialist care is available, e.g. vascular, cancer, renal, CAMHs, etc.</li></ul>

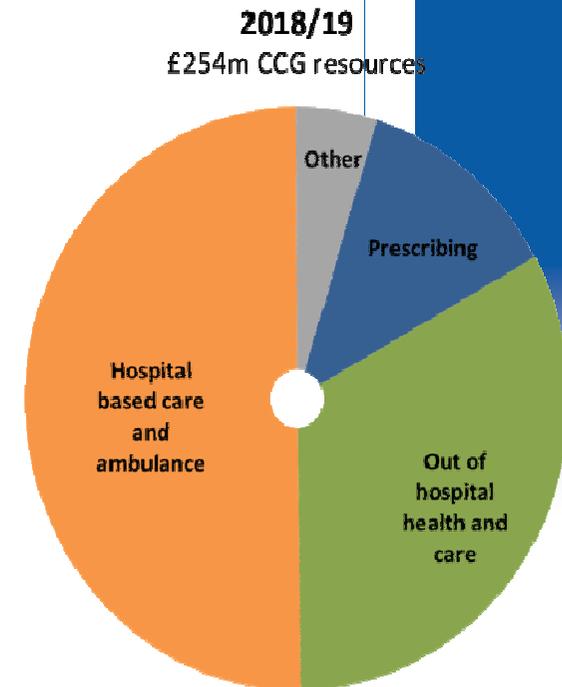
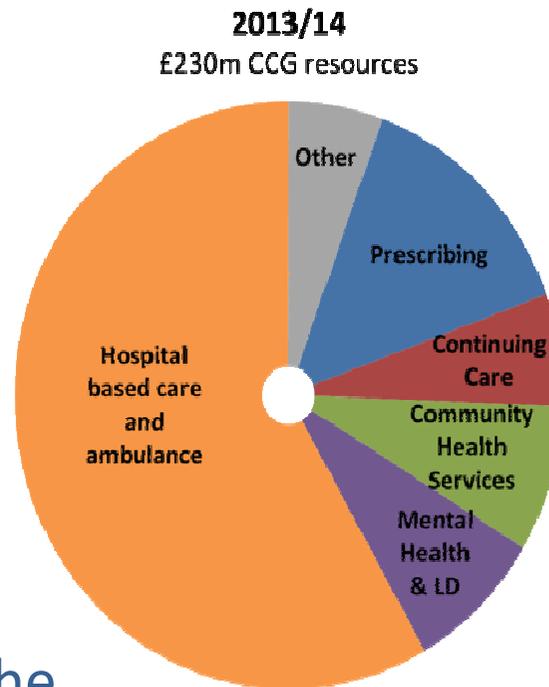
# Commissioning Plans

## North East Hampshire & Farnham CCG

### Future shares of local resources

For **all sectors** there will be a continued need to drive greater productivity and efficiency in all services

The pie charts show the expected share of expenditure in each sector of the local health system, as a result of the implementation of this strategic plan.



# Commissioning Plans 2015/16

## NHS East Surrey CCG

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The priorities to be taken forward by ESCCG in the coming year to improve the health and wellbeing of the population of East Surrey are in line with the following strategic objectives:

- 1. Deliver recognised best practice to ensure a consistently high quality National Health Service.**
- 2. Transform local services so that we become one integrated health service.**
- 3. Improve patient experience.**
- 4. Increase efficiency and productivity with all of our providers through robust contract management.**
- 5. Drive the use of innovative technology to improve commissioning, quality of care and patient experience.**
- 6. Develop a culture based upon ambition and delivery that all staff are proud to be a part of.**

The 2015/16 Commissioning Intentions take account of the Surrey Joint Strategic Needs Assessment, the Surrey Health and Wellbeing Board's strategic priorities and the ESCCG 5 Year Strategic Commissioning Plan. The SCP has been developed with the involvement of local stakeholders, including local providers & supported by wider patient & public engagement.

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# Commissioning Plans

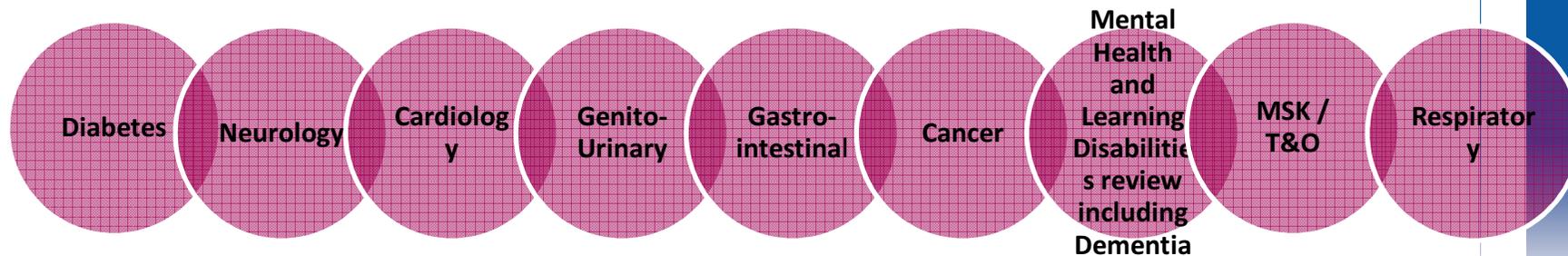
## NHS East Surrey CCG

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### Commissioning Priorities

#### 1. Year 2 Strategic Commissioning Plan Projects

- Clinical Pathway Redevelopment to include:



- Develop an Integrated Community Health Hub Model of Care & Out of Hospital Care including the Urgent Care Pathway & Discharge to Assess Model implementation.
- Implement the Surrey Emotional Health & Wellbeing Strategy priority areas including effective crisis care and services for patients with dementia.
- Collaboration with Guildford & Waverley CCG on the CAMHS Reprourement Project (completed by September 2015).
- Targeted Public Health preventions to include healthy weight, alcohol, mental wellbeing, smoking and excess winter deaths.

# Commissioning Plans

## NHS East Surrey CCG

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### 2. Quality, Innovation, Prevention and Productivity Plans (QIPP)

Development of our plans for the delivery of QIPP 2015/16 represents another significant strand of work. QIPP schemes will build on those delivered in 2014/15 and incorporate additional initiatives identified from Year 1 of the SCP. The plan will reflect a comprehensive transformational and transaction programme of reform and change with a savings target of £9m. These schemes will include the following areas linked to the SCP Plans:

- Remodelling of identified patient pathways in acute, community and mental health to improve access, choice, health outcomes, patient experience and value for money.
- Enabling timely discharge from hospital to community settings supporting discharge to assess through an integrated approach in health and social care, rehabilitation and re-ablement services underpinned by the Better Care Fund.
- Improving proactive care for people with long term conditions, promoting and supporting self-care and independence and providing out-of-hospital support.
- Development of primary care, including urgent care and primary care prescribing
- Delivery by all our providers of national performance standards and locally agreed key performance indicators.

#### Key Components for Delivery of the Commissioning Intentions:

- Commissioning Whole Pathways of Care for Adult & Children's Services Underpinned by:
  - Coordination of Care e.g. identification of risk supported by multidisciplinary teams in primary care Health Hubs
  - Community Service Provision Redesigned to support 7 day, integrated & out of hospital care e.g. assessing patients at home following discharge
  - Self-Management e.g. online training, telehealth, telecare and proactive self-management for the patients Long Term Conditions
  - Health Improvement e.g. improving mental health and reducing winter deaths

## Commissioning plans

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# NHS North West Surrey Clinical Commissioning Group

  
*North West Surrey  
Clinical Commissioning Group*

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# Commissioning plans – NHS NW Surrey CCG

## The 'Plan on a Page' summarises our key priorities for 2014 - 2018

<b>Our Vision:</b>	To enable all North West Surrey people to enjoy the best possible health. We are seeking to transform service delivery, focused on better outcomes for patients, with decisions taken by GPs and listening to the voices of our patients and stakeholder															
<b>Our Strategic Objectives:</b>	1. Increase length of life and prevent people from dying prematurely	2. Improve quality of life and promote independence	3. Optimise the integration, quality and effectiveness of services	4. Help people recover from ill-health	5. Target spend for greatest gain and eliminate waste											
<b>Summary of Commissioning Principles:</b>	<ul style="list-style-type: none"> <li>Prevent ill-health in targeted areas</li> <li>Enable patients to 'self-care' where appropriate and encourage a sense of patient responsibility</li> <li>Deliver as much care as appropriate in a primary care setting and provide the necessary support to enable this</li> <li>Get people with urgent care needs to the right place / person as quickly as possible 24x7</li> <li>Get people with elective care needs to the right place / person at the right time as appropriate</li> <li>Shift activity and funding from hospital care to timely and proactive care in the community</li> <li>Invest in rehabilitation services</li> </ul>															
<b>Strategic change programmes:</b>	Targeted communities	Urgent Care	Planned Care	Frailty	Children & Young People	Mental Health, Learning Disabilities										
	Locality Hubs, Primary Care Development and Support															
<b>Our Priority Areas and Initiatives:</b>	Active outreach & prevention in targeted areas	Urgent Care Model	Meeting 4 hour A&E standard	Diabetes	Cancer	Cardiovascular	MSK	Dementia	Neurology	End of Life	Stroke	Frail Elderly	Emotional & Behavioural care	Paediatric urgent care pathway	Mental Health	Learning Disability
	Medicines Management															
<b>Enablers:</b>	Commissioning Levers and Financing (incl. Better Care Fund)															
	Stakeholder Engagement and Communications															
	IT, Workforce, Capital Planning & Estates															

# Transforming Healthcare Vision

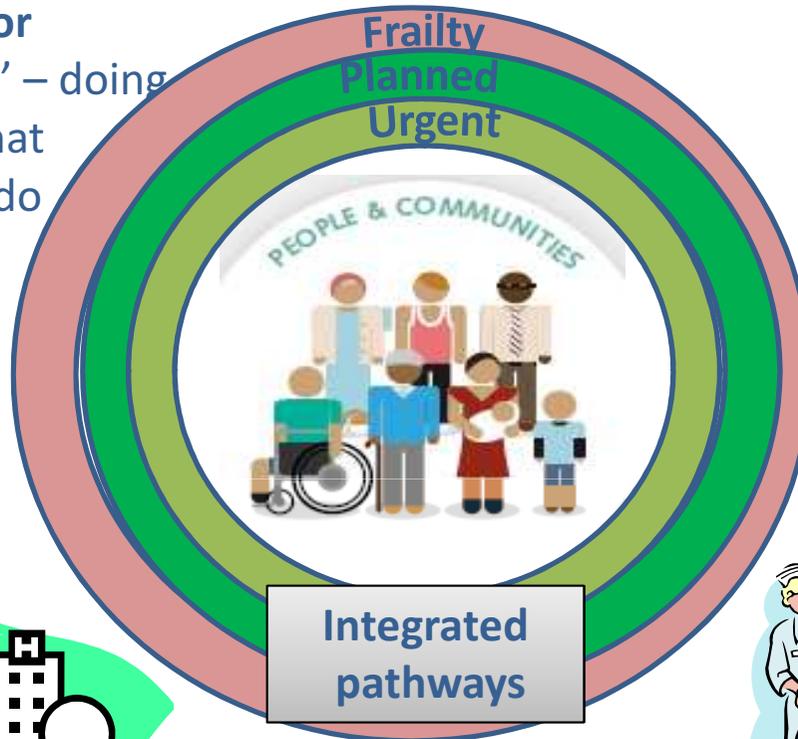
The key elements of our future vision are shown below



**Acute Sector**  
'Right sized' – doing the work that only it can do



**Locality Hubs**  
Extended access to integrated frailty service, urgent care 'out of hospital' and planned care with strong medical (GP) leadership



**Phone First**  
Clinical Triage  
Single Point of Access for patients & professionals



**Integrated Community Health & Social Care**  
Led by primary care

**Commissioning Plans:  
NHS North West Surrey CCG**

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**2015/2016  
Priorities**

- Surrey wide Emergency Care and Stroke review
- Implementing integrated care programme
- Urgent & Emergency Care
- Rehabilitation & Reablement
- Procuring MSK service – Capitated Outcome Based Incentivised Commissioning
- CAMHS

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# Surrey County Council – Public Health

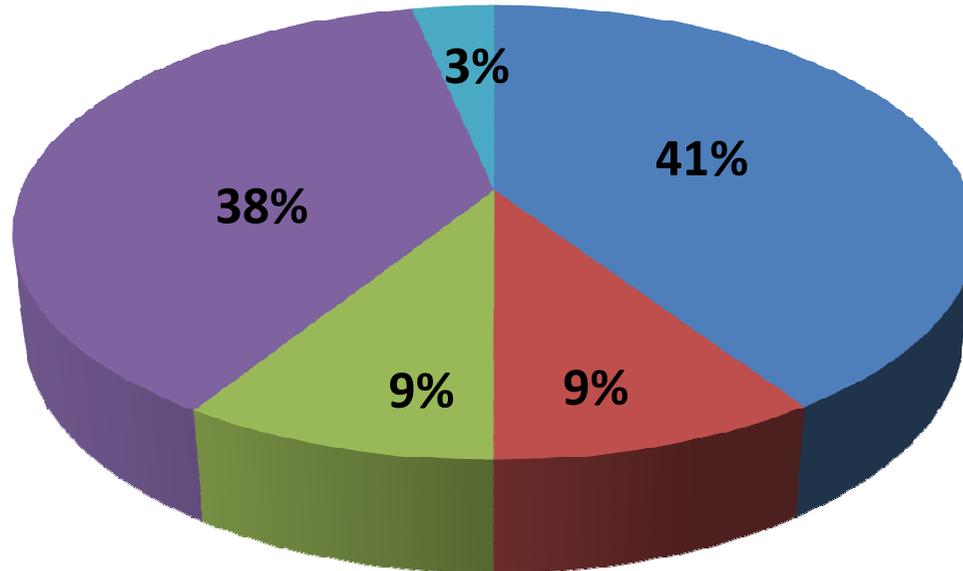


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# Commissioning Plans – Public Health

## Current commissioning expenditure

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- Sexual Health
- Children's 5-19
- Health Promotion
- Drug & Alcohol
- Smoking Cessation

Smoking Cessation	£762,000.00
Children's 5 -19	£2,152,900.00
Sexual Health	£9,376,574.00
Health Promotion	£2,061,942.00
Drug & Alcohol	£8,697,227.00

# Commissioning Plans – Public Health Intentions

Service	Timescale
Sexual health and childrens 5-19	Preparation for re-commissioning integrated service in 2017
Primary Care Public Health Services – GPs and Pharmacies	Annual review of service specifications and renewal of PHAs Dec - April. Discussion of new PHA for alcohol identification and brief advice.
Childrens 0-5s (including health visitors and family nurse partnership)	Responsibility for 0-5 services moves to SCC PH team October 2015
Smoking cessation	Service review
Tier 2 / 3 substance misuse	Preparation for re-commissioning in 2017

# Commissioning Plans – Public Health

## Development ambitions

Ambition for 2015/16	HWB strategy priority
Implement alcohol brief intervention in primary care .	<ul style="list-style-type: none"><li>• Developing a preventative approach</li></ul>
Improve provision of weight management / healthy lifestyle services	<ul style="list-style-type: none"><li>• Improving children’s health and wellbeing</li><li>• Developing a preventative approach</li></ul>
Increase provision of school nursing for children that are not in school	<ul style="list-style-type: none"><li>• Improving children’s health and wellbeing</li><li>• Developing a preventative approach</li></ul>
Expand the health checks programme and supporting systems.	<ul style="list-style-type: none"><li>• Developing a preventative approach</li><li>• Improving older adults’ health and wellbeing</li></ul>
Increased mental health awareness training and anti stigma interventions.	<ul style="list-style-type: none"><li>• Promoting emotional wellbeing and mental health</li></ul>

## Commissioning plans

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# Surrey County Council – Adult Social Care



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# Commissioning plans - Adult Social Care

Commissioning priorities	Timeframe
<b><u>Sensory services</u></b> : implementation of joint strategy & integrated care and support	Implementation plan agreed by October 2014
<b><u>Long term neurological conditions</u></b> : eight key joint commissioning intentions	User and carer reference group agreeing approach to deliver these
<b>Better Care Fund</b> : joint programme accountable to Better Care Steering Board	Developing 2015/16 joint commissioning plans with individual CCGs for Better Care Fund
<b>Domiciliary care</b> : Joint tenders with Continuing Healthcare leads	Strategic Provider tender to be implemented Oct 2014. Any Qualified Provider tender to be issued in Oct and to be implemented in early 2015
<b>Nursing care</b> : Joint tenders with Continuing Healthcare leads	Tenders to be implemented by end 2014
<b>Adult Mental Health</b> : Joint Emotional Wellbeing & Mental Health Strategy consultation	Response deadline is 28 September 2014

# Commissioning plans - Adult Social Care

Commissioning priorities	Timeframe
<b><u>Living &amp; Ageing Well</u></b> : programme of activities to support Health & Wellbeing priorities	Ongoing strategy to support older people's priority with focus areas identified
<b><u>Health and social care for people with a learning disability (PLD) and autism</u></b> : Develop collaborative commissioning	2013-2015
<b><u>Accommodation for PLD and autism</u></b> : joint work with CCGs on the <u>Winterbourne View Joint Improvement Programme</u>	Ongoing following joint status report of May 2014
<b><u>People living with HIV</u></b> : transfer of service responsibilities to Public Health	Transfer took place in July 2014 and future plans are being developed
<b><u>Transition for PLD and autism</u></b> : Influence how joint services are planned and delivered for: young people; and people with a learning disability aged over 65	2013-2015

# Commissioning plans - Adult Social Care

Commissioning priorities	Timeframe
<p><b><u>Older Peoples Mental Health &amp; Dementia Strategy</u></b>: Review of Dementia Local Implementation Groups to link with CCG governance and priorities</p>	End of September 2014
<p><b><u>Dementia Friendly Surrey</u></b> Project finished February 2014 . Evaluation has been shared with funding CCGs.</p>	Evaluation will be presented to Adult Select Committee in October 2014
<p>Services delivering <b><u>Carers Commissioning Strategy</u></b> jointly funded by ASC and CCGs</p>	Strategic grants/ contracts to be extended to 2015/16
<p><b>Review Carers Commissioning Strategy</b> in the light of <b><u>Commissioning for Carers Guide 2013</u></b></p>	April 2015
<p><b>Young Carers</b>: Implement new multi-agency Young Carers' Strategy (currently in draft)</p>	2015-18
<p><b>Housing related support</b>: align contracts with health and wellbeing outcomes for all client groups, including community outreach.</p>	2013-2017

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# Surrey County Council – Children, Schools and Families

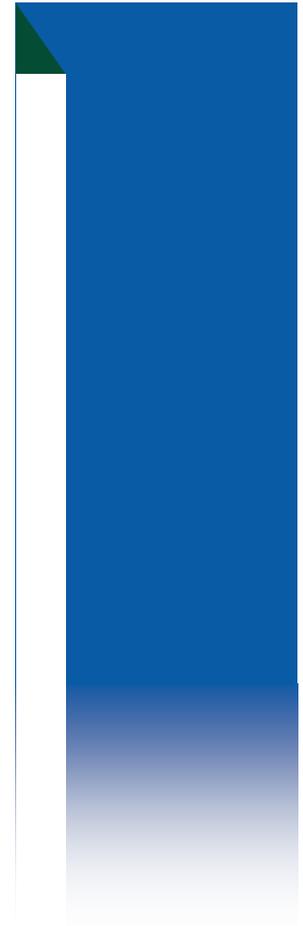


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# Commissioning plans – Children’s Social Care and Wellbeing Commissioning – Current Activity

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- The Children’s Social care and wellbeing commissioning team is focussing on four category areas – Emotional Wellbeing and Mental Health, Looked After Children, Children with Disabilities and Early Help
- Needs Assessments, Commissioning strategies, Market position statements and Outcome Frameworks for all categories
- Moving towards joint planning and co-commissioning where this delivers best outcomes
- Key achievements include:
  - Short breaks tender
  - Supported accommodation tender
  - Independent Fostering Agency placements
  - CAMHS joint re-commissioning development



# Commissioning plans - Children's Social Care and Wellbeing Commissioning 2014/15 priorities

The Health and Wellbeing Board is asked to sign up to this programme of joint commissioning activity that will be delivered through the Children's Health and Wellbeing Group

Early help	Children with complex needs	Mental health (CAMHS)	Looked after children
<ul style="list-style-type: none"> <li>➤ Early Help joint commissioning group developed joint Commissioning Strategy</li> <li>➤ Outcomes framework will define success measures for Early Help</li> <li>➤ Development of multi-agency partnership plan following on from Early Help strategy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Review of paediatric therapies including Occupational Therapies</li> <li>➤ Joint Children with Disabilities Commissioning Strategy in development</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implementation of Joint Commissioning Strategy</li> <li>➤ Procurement of CAMHS services including targeted CAMHS – April 2014-October 2015</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implementation of new service specification and model for health assessments includes an increase in capacity of specialist nurses</li> <li>➤ Development of health outcomes framework with care council</li> </ul>

# Commissioning plans – Paediatric Therapies – Current Activity (1)

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## Surrey County Council and NHS Guildford and Waverley CCG joint commissioning – Paediatric Therapies, 2014-2017

- Joint Commissioning Strategy for Speech and Language Therapy (2014-2017) has been drafted. This proposes shared commissioning intentions and outcomes developed by the Joint Therapy Forum
- The College of Occupational Therapy has been jointly commissioned by Surrey County Council (Education and Social Care) and CCGs to carry out a review of the Occupational Therapy (OT) Service for children and young people in Surrey. This will form the basis of a joint strategy for OT
- A joint review of the Specialist School Nursing Service has been completed by CCGs and SCC which identifies areas of development.

# Commissioning plans – Paediatric Therapies

## Commissioning

The Health and Wellbeing Board have agreed that Paediatric Therapies is a key priority for the Children’s Health and Wellbeing Group and SEND Governance Group. Activities will include:

Speech and Language Therapy	Occupational Therapy	Physiotherapy	Specialist School Nursing
<ul style="list-style-type: none"> <li>➤ Agree joint commissioning strategy (April 15)</li> <li>➤ Establish criteria for thresholds (Apr 15)</li> <li>➤ Design single service specification for all providers (Apr 15)</li> <li>➤ Scope role of schools in commissioning SLT services directly (Apr 15)</li> <li>➤ Implement new person-centred assessment process (Dec 14)</li> <li>➤ Workforce development plan (Oct 14)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establish new service delivery model for children and young people (April 15)</li> <li>➤ Define pathways for referrals to OT service (April 15)</li> <li>➤ Service specification established (Apr 15)</li> <li>➤ Establish care pathways for health, education and social care (Apr 15)</li> <li>➤ Shared agreement in areas of responsibility and opportunities for joint working (Apr 15)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Define pathways for referrals to Physiotherapy service (Apr 15)</li> <li>➤ Service specification established (Apr 15)</li> <li>➤ Establish care pathways (Apr 15)</li> <li>➤ Shared agreement in areas of responsibility (Apr 15)</li> </ul>	<ul style="list-style-type: none"> <li>➤ To address immediate concerns relating to service (Oct 14)</li> <li>➤ To consider changing delivery model potentially to one provider (Apr15)</li> <li>➤ For CCGs to consider having full responsibility for commissioning specialist school nursing service (Apr 16)</li> <li>➤ To move to a hub and spoke model (Apr 16)</li> </ul>

# Commissioning plans – Services for Young People (SYP) Re-commissioning for 2015-2020

- SYP are re-commissioning for 2015-2020 and are taking a co-commissioning approach with partners.
- Re-commissioning plans include local commissioning and looking to trade some commissions.
- Following a period of engagement during July 2014, SYP are finalising options and plans to take to SCC Cabinet in September 2014.
- Focussing on the employability of young people the commissions will be around: Employment Pathways, Community Engagement, Early Help and Youth Support. (Plans are still being finalised).

