

Aligning commissioning cycles – Clinical Commissioning Groups and Surrey County Council

5 September 2013



Health and
Wellbeing
Surrey

Aligning commissioning cycles

Purpose of the presentation:

To share at a headline level the commissioning planning timeframes and key commissioning priorities / intentions of each of the Clinical Commissioning Groups and Surrey County Council.

The Health and Wellbeing Board is asked to:

- Note the presentation given by the rep's of the Clinical Commissioning Groups & Surrey County Council
- Consider & discuss any opportunities, gaps or challenges that have been identified in the presentation
- Agree any further actions required to support the development & alignment of commissioning plans

Commissioning plans

Surrey Heath Clinical Commissioning Group

SHCCG


Surrey Heath
Clinical Commissioning Group

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Commissioning plans - Surrey Heath CCG

14/15 Planning Timeframes

Timescales	Actions	Public Engagement	Outputs
Q1 (April- June)	Needs assessment	20 th June event – share needs assessment & feed in local intelligence	Surrey Heath & FPH system needs assessment summaries
Q2 (July - Sept)	Gap analysis & prioritisation	10 th Sept sharing first draft annual plan for feedback	First draft annual plan
Q3 (Oct- Dec)	<ul style="list-style-type: none"> - Stakeholder input (providers & commissioners) - Refine in light of national guidance 	12 th December share final draft annual operating plan for comments	Final draft annual plan and 3 year commissioning plan
Q4 (Jan – March)	<ul style="list-style-type: none"> - Align incentives & contracts through negotiation process - Finalise detailed project plans 	March – Look back on 13/14	CCG Prospectus (May)

Commissioning plans – Surrey Heath CCG

Priorities identified from needs, public & practice engagement events:

- **Prevention & reduction in risk factors**
- **Early diagnosis** *including dementia and hypertension*
- **Reducing geographical inequalities**
- **Urgent care pathway and services to the elderly**
(including focus on falls, carers, nursing homes, End of life care)
- **Reducing clinical variation** *(primary and secondary care)*
- **Elective pathways:** *Musculoskeletal and skin services*
- **Health and Social Care integration**

Commissioning plans

Surrey County Council – Public Health



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Commissioning plans - Public Health

Global Burden of Disease Study 2010

- The top 10 risk factors contributing to the overall burden of disease and early death in the UK are:
 1. Smoking (~12%)
 2. Hypertension (~9%)
 3. High BMI (~9%)
 4. Physical inactivity (~5%)
 5. Alcohol (~5%)
 6. Diet (low fruits) (~5%)
 7. High total cholesterol (~4%)
 8. Diet (low nuts/seeds) (~3%)
 9. High fasting glucose (~3%)
 10. Diet (high sodium) (~3%)

Source: Global Burden of Disease Study 2010 (Lancet, March 2013)

Commissioning plans - Public Health

Priorities identified from international & UK evidence, PHE National Policy and local needs assessment (JSNA)

PH Prevention Priorities:

- stop smoking
- obesity, nutrition and physical activity
- substance misuse (incl. alcohol)
- sexual health
- health checks
- mental health promotion

Commissioning plans - Public Health

Contracts novated from the NHS

PH Service	Contract type	Provider	Timeline
Sexual Health - GUM	Acute & Community	FPH, ASPH, Virgin	SH hub & spoke model re-design 2014
Sexual Health – EHC/IUCD/contraceptive implants	PH Agreement	GPs	Annual review
Sexual Health – EHC, Chlamydia Screening	PH Agreement	Pharmacy	Annual review
Chlamydia Screening	Associate	Virgin	
Chlamydia Pathology	Acute	FPH, ASPH, ESH	Chlamydia Pathology
HIV/AIDS	Associate	Virgin	
Children 5-19 (school nursing)	Community Block	Virgin, CSH, FCH&C	2015 0-5 transferring from NHS England Area Teams to PH
Substance Misuse		SABPT, Virgin, various other specialist providers	Re-tendering various contracts in 2014 - 2015
Substance Misuse	PH Agreement	GPs, Pharmacy	Annual review
Health Checks	PH Agreement	GPs, Pharmacy	Annual review
Stop Smoking (4 wk quits)	PH Agreement	GPs, Pharmacy	Annual review
Obesity, nutrition and physical activity, HENRY	Associate	Virgin, Surrey Nurturing Links	
First Steps (MH promotion)	Associate	Virgin	

Commissioning plans

Surrey County Council – Adult Social Care



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Commissioning plans - Adult Social Care

Commissioning priorities	Timeframe
<u>Surrey integrated community equipment service</u> : s75 agreement, joint service	Contract to 31/3/14 then options of 2x1year extensions
<u>Sensory services</u> : Joint strategy	Contracts with SAVI and FirstPoint end 2014 then possible extensions
<u>Long term neurological conditions</u> : Joint strategy	Agree implementation plans by April 2014; new services for community opportunities by April 2015
<u>People living with HIV</u> : Joint service aligned budget	Contract to 31/3/14 then options of 2x1year extensions
Whole Systems Partnership Fund : joint programme accountable to whole systems partnership board	Current 4 yr whole system funding arrangements run to 14/15*
Domiciliary care : Joint tender with Continuing Healthcare leads	2 plus 2 contract: First 2 yrs concluding in Apr 14

*Whole system funding will be replaced by the new health and social care integration transformation fund w.e.f 15/16 - full details of allocation and conditions are awaited but it seems likely that this will considerably increase the sums available



Commissioning plans - Adult Social Care

Commissioning priorities	Timeframe
<u>Ageing Well</u> : programme of activities to support Health & Wellbeing priorities	Ongoing strategy; workshop being developed later this year
<u>Extra care housing for older people</u> : review of services, including future delivery models	Spring 2014, with ongoing renegotiation of contracts
<u>Health and social care for people with a learning disability (PLD)</u> : Develop collaborative commissioning	2013-2015
<u>Accommodation for PLD</u> deliver a shift from residential and nursing care to individualised community accommodation	2013-2017
<u>Transition for PLD</u> : Influence how services are planned and delivered for young people and ensure people with a learning disability over the age of 65 have access to a range of services that best meet their assessed needs.	2013-2015

Commissioning plans - Adult Social Care

Commissioning priorities	Timeframe
Adult mental health services: Establish joint health and social care commissioning strategy	To be agreed and signed off by March 2014
Implement adult mental health Community Connections services across the 11 Districts & Boroughs (aligned commissioning with CCGs)	Services began April 2013 for 3 years
Implement the Older Peoples Mental Health & Dementia Strategy	Programme began 2010. Fully implemented by 2015
Deliver Dementia Friendly Surrey Project.	By March 2014
Services delivering Carers Commissioning Strategy jointly funded by ASC and CCGs	Current strategic grants/contracts run until 2015
Review Carers Commissioning Strategy in the light of Commissioning for Carers Guide 2013	April 2015
Housing related support for all client groups: align future commissioning with client group commissioning; new contracts with strategically relevant services.	2013-2017 with new contracts by 2014

Commissioning plans

East Surrey Clinical Commissioning Group

Commissioning plans - East Surrey CCG

Commissioning Planning timeframe

- July – August 2013: develop commissioning intentions (CI) 2014/15 includes JSNA, QIPP, service commissioning and decommissioning, finance, AQP community, clinical networks and other CCGs
- September 2013: review and refresh of 13/14 commissioning intentions
- 30 September 2013: CI issued
- October – January 2014: contract negotiations with providers

Commissioning plans - East Surrey CCG

Commissioning Priorities



<p>1. To improve commissioning of effective, safe and sustainable services, which deliver the best possible outcomes, based upon best available evidence</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Ensuring people have a positive experience of secondary care services by continuing to improve quality and safety • Ensuring people have a positive experience of primary care services by continuing to improve quality and safety in primary care by assessing GP and out of hours services • Ensuring people have a positive experience of community care by continuing to improve quality and safety • Continuing to improve the quality of medicines management • Improving the partnership between NHS and local government through joint working through the Health and Wellbeing Board. 	<p>2. To increase life expectancy and reduce health inequalities</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Reducing premature mortality from cardiovascular disease (CVD) by further improving the prevention, management and treatment of CVD in primary care and community care • Reducing premature mortality from cancer • Meeting the needs of the ageing population, specifically around mental health, dementia services and frail elderly pathways • Addressing long term conditions management and treatment, specifically around Chronic Obstructive Pulmonary Disease and Diabetes • Improving life chances for children and young people and addressing teenage pregnancy rates • Increasing immunisation rates 	<p>3. To encourage healthier lifestyles</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Addressing the obesity rates in adults and children • Reducing the number of alcohol-specific admissions (including in children) • Improving access to information regarding lifestyle advice and good nutrition ensuring services are delivered through front line staff e.g. "Making Every Contact Count" • Reducing smoking-attributable hospital admissions and deaths by smoking intervention programmes • Increasing the breastfeeding rates • Improving mental health and wellbeing of the population 	<p>4. To support vulnerable people</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Ensuring carers have appropriate access to health and prevention services • Ensuring patients recovering from episodes of ill health or following injury have access to rehabilitation and re-ablement • Treating and caring for people in a safe environment and safeguarding them from unavoidable harm or death • Ensuring that all patient safety incidents are reported and investigated 	<p>5. Deliver CCG functions effectively, efficiently and economically in accordance with generally accepted principles of good governance and as an employer of choice</p> <p>Deliverables:</p> <ul style="list-style-type: none"> • Delivering our Quality, Innovation, Productivity and Prevention targets in full • Staying within financial budget • Adhering to our governance framework • Understanding what we are commissioning; from whom and its volume and price
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Commissioning plans - East Surrey CCG

Quality, Innovation, Productivity & Prevention

2013/14 QIPP target £5.7million

- Urgent care – i.e. reducing A&E attendances through A&E front door management
- Planned care – i.e. integrated alcohol pathway
- Direct access – i.e. diagnostic direct access
- Prescribing – continued improvements in prescribing performance.

Commissioning plans

North West Surrey Clinical Commissioning Group

Commissioning plans - North West Surrey CCG

Strategic Objectives

To enable all North West Surrey people to enjoy the best possible health

1. Improve quality of life by promoting self-care and independence

2. Optimise the integration, quality and effectiveness of services

3. Increase length of life and prevent people from dying prematurely

4. Help people recover from ill-health

5. Target spend for greatest gain and eliminate waste

Commissioning plans - North West Surrey CCG

Workstreams and Priorities

Frailty and Dementia

Mental Health

Cardiovascular, Stroke
and Diabetes

Urgent Care Pathway

Children & Young People

Planned Care and Referral
Management

Cancer

End of Life

Neurological

Targeted Communities

Learning Disability
(Adult & Children)

Commissioning plans - North West Surrey CCG

SCP Development Timeline

Locality and Practice Engagement



Event	Date
Whole System Workshop	13 th June
Workstream Development	June – August
Locality Stakeholder Events	September
First Draft Commissioning Intentions 14/15	30 th September
Whole System Workshop	23 rd October
SCP Published	End November
Refreshed Commissioning Intentions 14/15	Early December
NHS Planning Guidance/ NHS PbR Guidance 14/15 Issued	November – January
Provider Contract Negotiations	January - March
Provider Contracts Agreed	End March



Health and Wellbeing Surrey

Commissioning plans

Surrey Downs Clinical Commissioning Group



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Our strategy

Acute commissioning

- Agree standards of care for acute providers
- Undertake equality impact assessment to support case for change

Primary care

- Improve quality standards in general practice to support new and/or revised care pathways

Strategy founded on principles of integration



Commissioning plans - Surrey Downs CCG

Out of Hospital

- Admission avoidance via community services
- Improved urgent care system
- Elective care
- Improved discharge pathways

Surrey Health and Well-being Strategy

- The CCG's priorities are aligned with Surrey's Health and Well-being Strategy
- Emerging senates/ networks offer an opportunity to improve integration



Commissioning plans - Surrey Downs CCG

Key projects

- Quality “walk arounds” with all providers
- Enhanced services in primary care
- Diabetes care
- Continuing healthcare review
- Out of hours GP services procurement
- X-ray services in community hospitals
- End of life care register



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Commissioning plans

Guildford and Waverley Clinical Commissioning Group

Improving Quality

- Supporting changes to way in which we refer people to hospital.
- Offering more healthcare close to where people live preventing unnecessary trips to hospital.
- Helping people to care better for themselves when they have long term health issues

Commissioning plans - Guildford and Waverley CCG

Changing the way that people access healthcare

- Lots of people who attend A&E could be seen and treated elsewhere
- In particular our frail elderly population need less hospital admissions and more care provided where they live.
- Changing pathways for common childhood conditions including those with fever and bronchilitis.

Improving outcomes

- Helping more people to die in the place of their choice
- Providing treatments to people with mental health problems so that they can recover
- Helping people with a learning disability to access good healthcare
- Ensuring that children who are looked after receive a timely health check

Commissioning plans

North East Hampshire & Farnham Clinical Commissioning Group



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Commissioning plans - NE Hampshire & Farnham CCG

Key inputs

- Hampshire Health and Wellbeing Strategy
- Surrey Health and Wellbeing Strategy
- The emerging CCG 5 year strategy and further details on priorities and measures of success
- NEH&F CCG Joint Strategic Needs Assessment
- Feedback from stakeholder engagement
- 'Frimley' system Joint Strategic Needs Assessment
- Financial strategy and draft financial framework for 2014/15



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Commissioning plans - NE Hampshire & Farnham CCG 14/15 Proposed High Level Commissioning Intentions

2014/15 Proposed Commissioning Intention	Reason / Justification
Frail elderly	National objective
Respiratory Services	High level of emergency admissions to hospital
Diabetes Pathway	Rising number of people with diabetes
Dementia	Rising number of people with dementia
Cardiovascular Disease (Heart Failure)	Decrease mortality rates
Cancer Variation	Reduce inequalities (JSNA)
End of Life	Improve access to 24/7 care
Digestive system	High level of emergency admissions to hospital
Ophthalmology	Improve patient pathway



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Commissioning plans - NE Hampshire & Farnham CCG

14/15 Proposed High Level Commissioning Intentions

High Level 2014/15 Commissioning Intention	Reason / Justification
Nutrition & hydration in Care Homes	Improve quality of life
Acute Mental Health Inpatient pathway	Promote independence and improve quality of life
IAPT	Evidence based treatment for anxiety and depression
CAMHs	Improved access to treatment for young people in crisis
Paediatric access to urgent care	High level of emergency admissions to hospital
Extending MSK services to include Rheumatology	Extending choice and access for patients
Reduce inequalities in access to home IV therapy	Patient experience
Joint Commissioning of placements for patients with LD with complex issues	Winterbourne View Concordat Recommendation



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Commissioning plans - NE Hampshire & Farnham CCG

Timetable May 13 – Sept 13

Month	Inputs/Activities	Deliverables	Organisation	Joint Commissioning Actions
May 2013	<ul style="list-style-type: none"> Review last years needs assessment and undertake gap analysis Review current plan and QIPP for very early view on issues and delivery 	<ul style="list-style-type: none"> Reviewed needs assessment QIPP review 	<ul style="list-style-type: none"> CCG CCG 	<ul style="list-style-type: none"> Early discussion re: priorities for the Frimley system
June 2013				
July 2013	<ul style="list-style-type: none"> Undertake national and peer CCG benchmarking exercise Production of 2014/15 Joint Strategic Needs Assessment 	<ul style="list-style-type: none"> Inform 2013/14 Commissioning Intentions 	<ul style="list-style-type: none"> CCG/CSU PHE 	
August 2013	<ul style="list-style-type: none"> Produce high level Commissioning Intentions 	<ul style="list-style-type: none"> First draft of high level intentions for engagement 	<ul style="list-style-type: none"> CCG 	
Sept 2013	<ul style="list-style-type: none"> Engage with Stakeholders to inform and shape Commissioning Intentions Feed back on high level commissioning intentions Development of 2014/15 QIPP Initiatives 	<ul style="list-style-type: none"> Develop Communications Plan to support stakeholder engagement processes 2014/15 QIPP Development Process 	<ul style="list-style-type: none"> CCG/CSU CCG 	<ul style="list-style-type: none"> Engagement across Surrey re mental health & LD Services Engagement across Hampshire re Childrens Services

May-September



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Commissioning plans - NE Hampshire & Farnham CCG

Timetable Oct 13 – Dec 13

Month	Inputs/Activities	Deliverables	Organisation	Joint Commissioning Actions	
October - December	October 2014	<ul style="list-style-type: none"> Publish Final CCG Commissioning Intentions to Providers Review of M6 FOT position and revise 14/15 financial gap 	<ul style="list-style-type: none"> Final CCG Commissioning Intentions 	<ul style="list-style-type: none"> CCG 	<ul style="list-style-type: none"> Joint commissioning Intentions published Collaborative Commissioning Intentions published
	November 2014	<ul style="list-style-type: none"> National Operating Plan (or equivalent) published CCG Allocations published Share first cut contract activity and QIPP plans with providers and assess provider impact 	<ul style="list-style-type: none"> Annual NHS Operating Plan Allocations First cut contract activity plans 	<ul style="list-style-type: none"> NHS England/DH NHS England/DH CCG 	
	December 2014	<ul style="list-style-type: none"> Agree Contracting Strategies Submission of high level plans and selection of 3 local priorities for Quality Premium CCG Quarterly Checkpoint Meeting National Tariff and 14/15 Contract issued 	<ul style="list-style-type: none"> Contracting strategy Draft high level plan Assurance Pack including Planning 14/15 Tariff/Contract 	<ul style="list-style-type: none"> CCG/CSU CCG CCG/Area Team NHS England/DH 	<ul style="list-style-type: none"> Agree contracting Strategy and Arrangements Outline CQUIN schemes agreed for providers



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Commissioning plans - NE Hampshire & Farnham CCG

Timetable Jan 14 – April 14

Month	Inputs/Activities	Deliverables	Organisation	Joint Commissioning Actions
January 2014	<ul style="list-style-type: none"> First draft Annual Operating and Delivery plan (including Plan on a Page) First cut finance and QIPP plans First cut activity and delivery indicators into Unify 	<ul style="list-style-type: none"> First Draft Annual Operating and Delivery plan, finance and QIPP plans, activity and delivery indicators 	<ul style="list-style-type: none"> CCG/CSU 	
February 2014	<ul style="list-style-type: none"> Area Team review of draft plans and feedback to CCGs Weekly updates on contract negotiations (via Area Team template) 2nd Draft activity and local delivery indicators into Unify 2nd Draft finance and QIPP plans submitted 	<ul style="list-style-type: none"> Area Team Template Unify Template Finance Templates 	<ul style="list-style-type: none"> Area Team CCG/CSU CCG/CSU CCG 	
March 2014	<ul style="list-style-type: none"> Sign-off final plans and submissions by Governing Body (GB 12th March 2014) Final cut finance and QIPP Plans submitted Final Activity and local delivery indicators into Unify CCG sign-off of Provider CIPs Final submission of CCG Annual Operating and Delivery Plan (and Plan on a Page) Area Team sign-off 	<ul style="list-style-type: none"> Annual Operating and Delivery Plan Finance templates Unify Template Provider CIPs Annual Operating and Delivery plan 	<ul style="list-style-type: none"> CCG CCG CCG/CSU CCG/Area Team NEH&F CCG Area Team 	
April 2014	<ul style="list-style-type: none"> All contracts for 14/15 signed (including CQUIN, QIPP Delivery Contract, Enhanced Services) Governing Body report on final contract position (GB 9th April 2014) 	<ul style="list-style-type: none"> Signed Contracts for all Providers Governing Body Report 	<ul style="list-style-type: none"> CCG Area Team CCG 	N/A

January – April 2014

Commissioning plans

Surrey County Council – Children, Schools and Families



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Commissioning plans - Children, Schools & Families

Programme of commissioning – Current Activity

- Historically single agency procurement of externally provided services
- One pooled budget (CAMHS)
- Increasing driver for joint commissioning of health and wellbeing services through Children and Families Bill
- Moving approach towards joint commissioning strategies, joint strategic needs assessment, market position statement and procurement plan
- Developing use of framework tenders, joint commissioning, collaborative commissioning, Section 75 agreements and Section 256 arrangements
- Developing joint commissioning against a number of needs reflected in the children's health and wellbeing action plan

Commissioning plans - Children, Schools & Families

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"> ➤ Establish Early Help Commissioning group to develop Early Help Joint Commissioning Strategy ➤ Market position statement ➤ Business case ➤ Joint Procurement Project 	<ul style="list-style-type: none"> ➤ Development of Commissioning Strategy and joint procurement project for short breaks & personal support ➤ Joint strategic review of short breaks ➤ Joint procurement of therapies 	<ul style="list-style-type: none"> ➤ Consultation on Draft Joint Commissioning Strategy ➤ Set-up of procurement project for targeted CAMHS pooled budget ➤ Draft s.75 for pooled budgets governance 	<ul style="list-style-type: none"> ➤ SCC Draft LAC Commissioning Strategy ➤ Guildford & Waverley CCG tendering for LAC medicals ➤ Review of protocols for notification of LAC out of county in need of secondary care i.e. CAMHS

A&E admissions – GP focus

- Work with Children's Centres to distribute leaflets/workshops around appropriate use of health services
- Education packs distributed in all Surrey primary schools

Commissioning plans - Children, Schools & Families

Developing a shared understanding of need

Gaps

- Service use and prevalence projections, holistic view of child and their family (parental issues), giving CYP a voice in their service development, data/information sharing between partners

Current Activity

- **SurreySays**: aims to deliver a new consistent approach to consultation and gathering feedback within SCC and with partners
- **PREview** – using this predicting model more widely to accurately predict need, prevalence and future service use
- Publishing needs assessments relating to children and young people's health and wellbeing on public websites
- Developing a shared knowledge of what data exists and who holds it
- Developing a list of potential research areas for future research students, including developing links with University of Surrey

Commissioning plans - Children, Schools & Families

Actions

Year 1	Year 3	Year 5
Live list on what needs analyses/assessments are in progress	1, 3 and 5 year projections on the use of CYP services for each theme	1, 3 and 5 year projections on the prevalence of need for each theme
Ensure the voice of CYP and families is integral in assessment and design/development of services	Ensure the voice of CYP and families is integral in assessment and design/development of services	Ensure all new/renewed commissioning contracts include requirement to evidence voice of CYP
Develop a multi-agency data and analyst group to monitor and facilitate interagency data sharing	Provide a mechanism through which we can join up information on the needs of the parent(s)	
Invite partners to share all new engagement/consultation with CYP on SurreySays	Monitor and report on how engagement/consultation with CYP informs each theme	
Identify and promote the Caldicott Guardian		

Aligning commissioning cycles – summary

Questions from members of the Board?

The Health and Wellbeing Board is asked to:

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- Consider & discuss any opportunities, gaps or challenges that have been identified in the presentation
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