

TELFORD & WREKIN COUNCIL HEALTH & WELLBEING BOARD

9 SEPTEMBER 2015

PRIMARY CARE COMMISSIONING INTENTIONS

**REPORT OF: NICKY WILDE DEPUTY EXECUTIVE - COMMISSIONING
AND PLANNING PRIMARY CARE**

PART A) – SUMMARY REPORT

SUMMARY OF MAIN PROPOSALS

Primary care is the gateway to health services. It has a pivotal role to play in co-ordinating the patient's journey towards improved health and wellbeing; it must ensure the elderly, the sick and vulnerable are appropriately cared for and prevent well people becoming sick.

The vanguard and Prime Minister Challenge Fund sites are testing new ways to deliver services in primary care more efficiently and effectively to achieve better value for money and improved outcomes for patients.

Their challenge is immense but not insurmountable – these test-beds are proving change is possible with resolve and good leadership.

The Clinical Commissioning Group was successful in being approved for delegated commissioning for Primary Care from April 2015. This allows the CCG to make decisions on the following aspect of GP provision:-

- Decisions in relation to the commissioning, procurement and management of Primary Medical Services Contracts, including but not limited to the following activities:
- Decisions in relation to Enhanced Services
- Decisions in relation to Local Incentive Schemes (including the design of such schemes
- Decisions in relation to the establishment of new GP practices (including branch surgeries) and closure of GP practices;
- Decisions about commissioning urgent care (including home visits as required) for out of area registered patients;
- Decisions in relation to the management of poorly performing GP practices and including, without limitation, decisions and liaison with the CQC where the CQC has reported non-compliance with standards (but excluding any decisions in relation to the performers list);
- Decisions about 'discretionary' payments

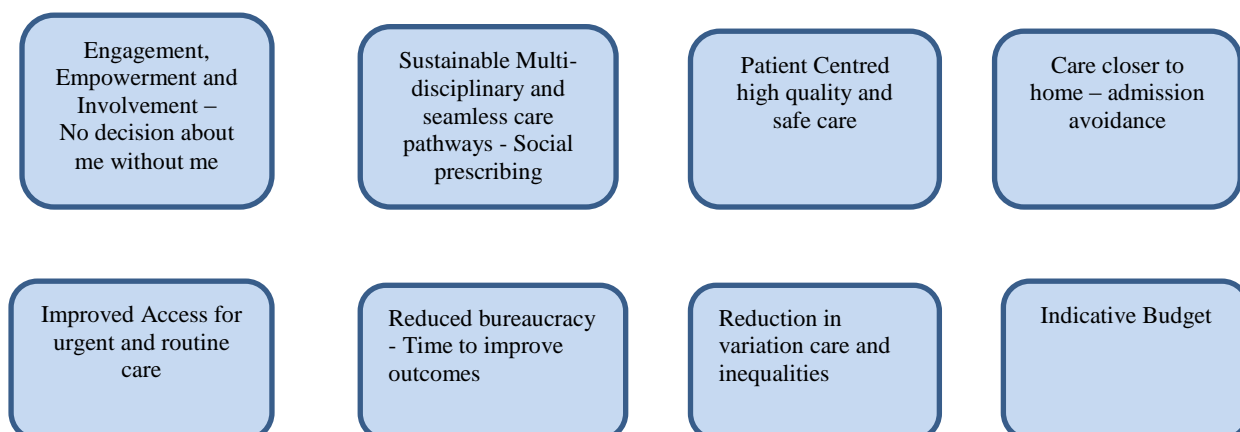
It also allows the CCG to:

- Approve practice mergers;

- Plan primary medical care services in the Area, including carrying out needs assessments
- Undertake reviews of primary medical care services in the Area;
- Manage the Delegated Funds in the Area;
- Approve Premises Costs Directions Functions
- Co-ordinating a common approach to the commissioning of primary care services with other commissioners in the Area where appropriate; and
- Such other ancillary activities that are necessary in order to exercise the Delegated Functions

This paper provides a summary of the draft Primary Care Commissioning Strategy which is due for approval at the CGG Primary Care Committee in September. This paper sets out the 8 areas of commitment, the key interventions and expected outcomes as described in the Strategy. A copy of the full Primary Care Commissioning Strategy can be found at <http://www.telfordccg.nhs.uk/primary-care-committee-may-2015> agenda item 5.2.

The 8 areas of commitment are:-



Part B of this paper includes the main points raised in the strategy.

2. RECOMMENDATIONS

The Health and Wellbeing Board are asked to:-

Note the contents of the report and highlight any conflicting issues with the wider Health and Social Care plans.

3. IMPACT OF ACTION

The outcomes/outputs of the Primary Care Commissioning intentions are described in the eight areas of commitment table in Appendix 1. These will collectively assist the CCG in working towards delivery of their vision and values.

The specific measures for the outcome indicated will be determined and approval of the overarching strategy and can be shared with Health and Wellbeing Board once drafted.

4. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to a specific HWB Priority	
	No	Not specifically, although developing primary care should have a positive impact in many of the HWB priorities.
	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	improve the health and wellbeing of our communities and address health inequalities
	Will the proposals impact on specific groups of people?	
	No	No specific group - All patients registered with a GP practice in Telford and Wrekin
TARGET COMPLETION/DELIVERY DATE	Delegated commissioning commenced April 2015.	
FINANCIAL/VALUE FOR MONEY IMPACT	No	This paper is describing a strategic direction and no specific areas have yet been assessed for financial or value for money impact.
LEGAL ISSUES	No	N/A
EQUALITY & DIVERSITY	No	No specific equality impact assessment has been undertaken, however this will be done for individual projects.
IMPACT ON SPECIFIC WARDS	No	Borough Wide
PATIENTS & PUBLIC ENGAGEMENT	Yes	The strategy has been shared with patient groups for comment / discussion
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes/No	A draft risk register is included in the main strategy document.

PART B) – ADDITIONAL INFORMATION

1. INFORMATION

This is the first Primary Care Delegated Commissioning Strategy for NHS Telford and Wrekin and is designed to be read alongside the CCGs 2 and 5 year plans which can be found at <http://www.telfordccg.nhs.uk/strategies>. The strategy provides the CCG's plans to achieve excellence in the delivery of our Primary Care

Responsibilities, whilst endeavouring to meet the expectations of our stakeholders, within a challenging environment.

Our strategy is about facilitating, shaping and exploring possibilities, in partnership with our stakeholders. We have a vision of a Primary Care Service, led by GPs who are sufficiently resourced to offer appropriate and prompt access to excellent quality care for our population that is robust against challenge.

Our GPs will lead innovatively staffed multi-disciplinary teams, which will include many disciplines of health and social care workers as well as those historically involved such as community nursing teams. This model will be clustered around Health hubs as proposed by the Clinical Reference Group of the Future Fit Programme. Primary Care Services will be designed around the needs of our population, as mandated by Patient Focus Groups. This will require careful and thoughtful management of patient expectations, and a care navigator role for many of the clinicians and other health and social care professionals.

Telford and Wrekin will continue to be an attractive place for Primary Care Clinicians of all disciplines to work as evidenced by the number of applicants for every job advertised and the excellent reputation of our Primary Care regionally and even nationally.

We will know when we have achieved our vision because:-

- patients will consistently tell us
- improved outcomes will have been demonstrated and
- we will have an empowered, diverse and self-sustained workforce

Opportunities of delegated commissioning

The CCG recognises that the need to increase its commissioning portfolio to include the delegated commissioning of Primary Care. Whilst this comes with some risks which need to be mitigated, there are also compelling reasons why the CCG agreed to this significant change. Demographic changes, increasing multi-morbidity and the rising needs of frail older people are piling pressure on primary care. Whilst General Practice should be central to the heart of the healthcare system to allow them to respond to these pressures, there is a need to improve the coordination of health and social care, breaking down organisational boundaries. The CCG has welcomed the opportunity to have a greater influence over a wider NHS budget. The CCG will enable investment opportunities that will lead to new models of care while ensuring that the funding follows the need of the patient. Surrounding these innovations will be a new and robust quality and accountability assurance framework. The main reasons for the CCGs making this move to delegation are:



Governance

The CCG has updated its governance arrangements and scheme of reservation and delegation to accommodate delegated responsibilities. To help address conflict of interest, a Primary Care Committee has been introduced comprising representatives of NHS Telford and Wrekin CCG, NHS England; Telford and Wrekin Healthwatch; Telford and Wrekin Council. The Committee is chaired by a lay member and are held in public. The CCG has also amended its constitution to incorporate decision making on behalf of NHS England. A register of conflict of interests and decisions made by the Primary Care Committee in connection with the responsibilities identified has been put into place.

Improving and Measuring Quality

The CCG has an overarching vision for quality – *Every patient has the best possible experience and Care that we can commission.* The CCG is currently reviewing the quality assurance framework for the CCG to include areas of Primary Care. It will concentrate on 3 key areas of Patient experience, Patient safety and Clinical effectiveness and set in the context of the 6Cs.



To assist the CCG in gaining a level of assurance there is a need for a culture of sharing and openness to aid learning when incidents or near misses occur amongst practices. Processes are in place to continue to develop a culture that promotes greater patient engagement and learning, however the information we have at present is limited to what practices provide us with and therefore reactive in nature. The CCG has refreshed the DATIX system across all practices to be used as a way for practices to raise concerns or issues with CCG officers when care hasn't gone according to plan or a risk has been identified for investigation. The CCG has taken on responsibility for the management of poorly performing GP Practices and a new assurance framework is being developed for implementation.

The first few months of delegated commissioning have concentrated on an overarching strategy and setting appropriate Governance in place. The next few months will concentrate on formal reporting arrangements allowing the Committee to receive monthly quality and performance data at a CCG wide level.

Future Primary Care - Working in partnership with GP Practices

Some of the key areas the CCG will be working with GP Practices are:-

- The delivery of the 8 CCG commitments
- Workforce development and sustainable Primary Care
- Decision making processes
- Succession Planning
- Continuous improvements and transformation
- Consideration to a Memorandum of understanding between the CCG and Practices

The CCG has a good working relationship with its constituent practices. All practices regularly take part in service redesign projects with the CCG. This successful relationship continues with clinical priorities being agreed jointly between the local GPs, local providers and the CCG. This work results in many new pathways being agreed and together with the Telford Referral and Quality Service (TRaQS) has resulted in the improved quality of referrals into secondary care whilst offering patient choice. This is a demonstration of our commitment to joint working with our Practices and is also delivering improved care for our patients.

The CCG continues to work with Practices to look at patient feedback, activity, finance and benchmarking information. Risk stratification data has been used by Practices to identify patients with the most need and to introduce personalised care plans, early intervention and treatment which lead to admissions avoidance where appropriate. Whilst work via the risk stratification tool has been introduced, there are still improvements which can be made and further work is required to ensure that there is full connectivity with all stakeholders to improve patient centred coordinated care.

The Joint Strategic Needs Assessment continues to show that there is a growing prevalence of patients with Long Term Conditions and this is leading to the potential years' life lost as identified earlier in this strategy. The CCG will work with practices to identify a new model of care for the management of Long Term Condition, potentially building on the "House of Care" model which includes strengthening self-care, prevention, early intervention and wellbeing in a co-ordinated manner.

The CCG will continue to offer some extended services to GP Practices (traditionally known as Enhanced Services) and will discuss the opportunity to look at a more local solution to Enhanced Services to improve overarching outcomes, reduce variation and decrease bureaucracy and excessive reporting. The CCG will also consider options around the future of the Quality and Outcomes Framework with practices. This piece of work will look at possible redesign to achieve the most effective and efficient use of resources to support Practices in delivering the overarching strategic objectives of the CCG and improving the quality of care provided to patients.



2. **IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

N/A

3. **PREVIOUS MINUTES**

N/A

4. BACKGROUND PAPERS

The full Primary Care Commissioning Strategy can be found at <http://www.telfordccg.nhs.uk/primary-care-committee-may-2015> agenda item 5.2.

Appendix 1 provides details of the 8 areas of commitment, key interventions and outcomes.

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CCG 8 Areas of Commitment, key interventions and outcomes

