

REPORT TO MERTON CLINICAL COMMISSIONING GROUP GOVERNING BODY

Date of Meeting: 20th November 2014

Agenda No: 7.1

Attachment: 09

Title of Document: Progress of the 5-Year Strategic Plan	Purpose of Report: To Review and Note
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<p>Executive Summary:</p> <p>This paper provides an update on the progress made by South West London Commissioning Collaborative (SWLCC) since resubmission of the 5-year strategic plan in June 2014 in the following areas:</p> <ul style="list-style-type: none"> • Working more collaboratively with provider organisations, and as commissioners • Working with Clinical Design Groups (CGDs) to improve services • Proposed changes to Programme governance • Communications and Engagement <p>The paper summarises the initial feedback from the London Health Economy Tripartite meeting with NHS England on 24th October and outlines the next steps for SWLCC before the end of 2014/15.</p>	
<p>Recommendation(s):</p> <p>The Governing Body is asked to note the progress made and support the ongoing work of SWLCC.</p>	
<p>Committees which have previously discussed/agreed the report:</p> <p>This paper is being taken by all South West London CCGs' Governing Bodies.</p>	
Financial Implications:	
Implications for CCG Governing Body:	
How has the Patient voice been considered in development of this paper:	
Other Implications: (including patient and public involvement/Legal/Governance/Risk/Diversity/Staffing)	
Equality Assessment:	
Information Privacy Issues:	
Communication Plan: (including any implications under the Freedom of Information Act or NHS Constitution)	



South West London Collaborative Commissioning (SWLCC) Update on the progress of the 5-year strategic plan: October 2014

Introduction

We submitted our five year strategic plan, outlining our vision for health care services in 2019 across South West London, to NHS England (NHSE) in June. In August NHSE responded by asking us to further develop:

- Shared ownership of the case for change;
- Our plans for implementing the strategy to start making the change happen;
- Governance arrangements that will help delivery of the plan

Through late summer and early autumn we have worked with CCGs and providers to address these issues and will be meeting with representatives from NHS England (NHSE), the National Trust Development Agency (NTDA) and Monitor on 24th October to update them on our progress.

Whilst working to address this feedback we have been continuing to develop and implement the five year strategic plan. This paper provides the Governing Body with an update on:

- Working more collaboratively with provider organisations, and as commissioners
- Working with Clinical Design Groups (CGDs) to improve services
- Proposed changes to Programme governance
- Communications and Engagement
- Next Steps

1. Working collaboratively

1.1 *With providers*

We know that to achieve the vision for health care services set out in our strategic plan we need all health care organisations in SWL to work more closely together. Together with CCG Chairs, Chief Officers and acute trust Chief Executives, we have created the Provider Collaborative as a forum for joint working. We intend to use the same approach to engage community, mental health providers and primary care providers.

1.2 *As commissioners*

1.2.1 *Developing shared commissioning intentions*

Historically each CCG has developed their own set of annual commissioning intentions. This year, to demonstrate our commitment to continue to work collaboratively to implement the strategic plan, the six SWL CCGs have developed joint commissioning intentions for mental health and acute providers that reflect the priorities of the Clinical Design Groups (CDGs) as well as a shared

commitment to develop alternative and innovative ways of commissioning and contracting for outcomes for 2015/16.

Commissioning intentions for providers of community services were developed by each CCG to reflect the locally specific nature of these proposals, many of which are reflected in the CCG/Borough, Better Care Fund plans.

2. Working with CDGs to improve services

To develop the 5 year strategic plan we created seven groups (CDGs) made up of clinical commissioners and provider clinicians to determine how services could be designed to ensure that patients across SWL received high quality, safe care delivered in the most effective way. The role of these groups has now evolved from setting strategic direction to implementing change. To reflect this change, and to make sure that they are fit for purpose, we are reviewing the leadership, membership and remit of these groups. We have also created an eighth CDG for Cancer Care.

Children	Maternity	Urgent & Emergency Care	Planned Care
<p>The CDG has organised three workshops, engaging professionals from both health and social care providers to share their views on how to improve:</p> <ul style="list-style-type: none"> - Child and Adolescent Mental Health Services (CAMHS) - Services for children with complex needs - Services for children under 5 <p>The outputs from these workshops will form part of the Children and Young People's Network workplan after its launch in January 2014.</p>	<p>In November the Maternity Network will conduct an audit across all four maternity units to baseline workforce capacity and capability in respect of London Quality Standard (LQS) ambitions. This will highlight the scale of change required and inform the development of implementation plans for 2015/15 in response to our commissioning intentions.</p> <p>Other recent work by the Network includes the production of a standard leaflet about cesarian section which will be given to all users of maternity services across SW London.</p>	<p>The Urgent & Emergency Care CDG will also conduct an audit in November to establish a baseline for LQS. This is a complex exercise but will provide useful information to better understand the scale of the challenge facing all units.</p> <p>The CDG will support providers to develop plans to achieve the targets outlined in 2015/16 commissioning intentions.</p> <p>The Group will also be developing a local response to the Keogh review or urgent and emergency care services</p>	<p>In response to Commissioning Intentions which seek to separate in-patient elective care from and emergency care the provider collaborative will be working with the CDG to nominate a single specialty to pilot this approach in 2016.17.</p>

Integrated Care	Mental Health	Transforming Primary Care	Cancer Care
<p>Following the resubmission of BCF plans on 19th September, SWL facilitated a BCF Implementation Workshop in early October and is continuing to support the assurance programme. The CDG is supporting the prioritisation process for South West London-wide integrated care initiatives.</p>	<p>Following the development of joint commissioning intentions the mental health CDG is focusing on engaging providers in collaboration to jointly agree how to implement the strategy. Commissioners are also consulting on a range of proposed changes to in-patient care provided by SW London and St George's Mental Health Services Trust.</p>	<p>The CDG has established a delivery group and is currently reviewing local CCG work plans for improving primary care and facilitating a self-assessment of practices against the London-wide GP specifications. The CDG continues to link with NHSE, particularly in anticipation of the next steps for co-commissioning.</p>	<p>The Cancer Care CDG will have its first meeting in November.</p>

3. Proposed changes to Programme Governance

3.1. Our existing governance was designed for the purpose of developing, drafting and agreeing a 5 year strategy. To deliver the next phase of the programme which moves towards implementation we recognise that the structure must change. This will involve changes to the way in which commissioners take decisions regarding the programme (including consideration of establishing a Joint Committee of CCGs; greater involvement for providers (acute, community, mental health and primary care) in the development of our implementation plan and a continued focus on patient and public engagement.

4. Communications and engagement plan

4.1 The South West London Commissioning Collaborative Strategic Commissioning Board has agreed a communications and engagement plan for the next phase of the strategy. This has been developed with guidance from the SWL Patient and Public Engagement Steering Group (PPESG) and includes running a public information campaign on the Case for Change due to begin in November which will run until the end of April 2015. The aim will be to reach those people who are not yet aware of the South West London Case for Change in SWL, as well as those who we have already engaged with. This will be delivered in association with the six local Healthwatch organisations working via their local networks where possible.

5 Next Steps

By the end of 2014/15 we will have:

- Completed a base-lining of current compliance against the London Quality Standards for urgent and emergency care and undertaken a preliminary self assessment of primary care against the London specifications
- Agreed with providers a series of initiatives to address the case for change

- Costed those initiatives and agreed an investment strategy to support their implementation
- Continued to implement a programme of out of hospital initiatives that will support the shift of activity from acute to community settings (of which the BCF plans are a part)
- Completed contracting discussions based on our Commissioning Intentions
- Agreed a new set of governance arrangements that promote ownership of the strategy across the whole health economy and facilitates decision making
- Initiated work on enabling strategies including IT and workforce.

Although we have not yet received formal feedback on the LHE meeting with NHSE on 24th October, initial informal feedback has been positive. NHSE recognise that SWLCC have made good progress moving the programme forward over the summer and have agreed to begin the process to deregister SWL as a 'challenged health economy'.

SWLCC will be developing an action plan to respond to the formal detailed feedback which we will share with you in due course. We will also take this opportunity to re-scope with you the skills, capacity and leadership required across the SPG to deliver on the next stages of our plans to April 2016.