

REPORT TO:	HEALTH AND WELLBEING BOARD (CROYDON) 8 February 2017
AGENDA ITEM:	6
SUBJECT:	Primary Care Co-Commissioning
BOARD SPONSOR:	Paula Swann, Chief Officer, Croydon Clinical Commissioning Group

BOARD PRIORITY/POLICY CONTEXT:

This report sets out the process for applying for Delegated Primary Care Commissioning, as part of Croydon Clinical Commissioning Group's (CCG) plans to deliver the General Practice 5 Year Forward View, the Out of Hospital Strategy, and Sustainability and Transformation Plan (STPs).

FINANCIAL IMPACT:

Delegated Primary Care Commissioning enables the Clinical Commissioning Group (CCG) to have greater influence over the primary care allocation. To avoid conflicts of interest the CCG will be reviewing and revising its corporate governance structures, and these will be ratified by NHS England.

1. RECOMMENDATIONS

- 1.1 This report recommends that the health and wellbeing board note the CCG's application for delegation as a key to delivering Croydon's out of hospital plan, and the South West London sustainability and transformation plans.

2. EXECUTIVE SUMMARY

- 2.1 Croydon CCG, alongside the 5 other CCGs in South West London, have been moving towards increasing their ability to have greater influence over the commissioning of primary care services, to support the implementation of local out of hospital strategies, since April 2015.
- 2.2 There are three levels of primary care co-commissioning:
- Greater involvement – an invitation to CCGs to work more closely with their local NHS England teams in decisions about primary care services
 - Joint commissioning – enables one or more CCGs to jointly commission general practice services with NHS England through a joint committee
 - Delegated commissioning – an opportunity for CCGs to take on full responsibility for the commissioning of general practice services
- 2.3 All 6 South West London CCGs became joint commissioners in April 2015, with 5 becoming delegated commissioners (apart from Croydon) from April 2016. Croydon CCG has submitted an application to NHS England for delegated commissioning, to be effective from the 1st April 2017, to increase its ability to influence primary care commissioning and outcomes.

2.4 Delegated Primary Care Commissioning aligns to the CCG's objectives which are:

- To commission high quality health care services that are accessible, provide good treatment and achieve good patient outcomes
- To reduce the amount of time people spend avoidably in hospital through better and more integrated care in the community, outside of hospital for physical and mental health
- To achieve sustainable financial balance by 2020/21
- To support local people and stakeholders to have a greater influence on services we commission and supporting individuals to manage their care
- To have all Croydon GP practices actively involved in commissioning services and to develop as a responsive and learning commissioning organisation

2.5 The CCG is required to strengthen its Governance processes to avoid conflicts of interests that may arise with increased clinical input into local decision making. NHS England are responsible for the assurance of the application, and Croydon CCG is following their recommended governance frameworks to revise Terms of References for its committees involved in primary care commissioning.

2.6 NHS England are due to advise CCG's in January 2017 as to whether or not their application for delegated commissioning has been successful, following a review of each application through their assurance processes.

3. DETAIL

3.1 Delegated Primary Care Commissioning as set out in the NHS Five Year Forward View, gives Clinical Commissioning Groups (CCGs) an opportunity to take on greater responsibility for general practice commissioning. The change in policy was introduced by NHS England to support the development of out of hospital services, based around the needs of local people.

3.2 In April 2015, a decision was taken for Croydon CCG to apply for joint commissioning of primary care services with NHS England, alongside the 5 other CCG's in South West London. Kingston, Merton, Sutton, Richmond, and Wandsworth CCGs took a decision to apply for delegated commissioning in Autumn 2015. At that time Croydon CCG members decided to continue as co-commissioners.

3.3 The General Practice Forward View, which was published in 2016, set out the national policy and funding for primary care transformation to enable delivery of STPs, and local out of hospital strategies. A decision was also made by the CCG's GP council of members in Autumn 2016, to proceed to delegated commissioning as this gives the opportunity for:

- Local communities and patients to have more say in the care they receive
- Patients to influence and lead on shaping and delivering high quality, responsive services which meet local needs
- Provision of a wider range of services closer to home
- Building stronger local GP services

- 3.4 Delegated commissioning will allow the CCG to have more influence over commissioning of primary care to design services to meet the needs of its population, and address local challenges. Transforming primary care is key to delivering our out of hospital strategic priorities, as set out in the STP, as well as the further development of the Croydon Outcome Based Commissioning (OBC) approach.
- 3.5 The CCG has updated its Terms of Reference for its Primary Care Commissioning Committee, and its Conflicts of Interest Policy in line with NHS England guidelines for establishing governance arrangements for primary care commissioning. These policies will need to be approved by NHS England as part of the assurance process.
- 3.6 Delegated Commissioning will allow for the following key objectives:
- Focus on outcomes of patient care through the use of primary care levers and enablers
 - Focus on meeting the needs defined by patients
 - Increased integration of care pathways
 - Providing a more rounded picture of practices from all data sources
 - Reducing variation across practices and increasing the universality of care for the population of Croydon
 - Reducing inequalities in health provision across the localities
 - Reducing confusion amongst practices over contractual matters
- 3.7 Delegated commissioning arrangements give CCGs full responsibility for commissioning general practice services. The specific opportunities from delegated commissioning are:
- Enables all primary care commissioned services (QoF, LIS, PMS, GMS, and PDDS) to be managed together and re-designed as appropriate, with members, to meet the changing needs of the population, and encourages delivery of primary care at scale to support equitable access to services.
 - Ability to make local investment decisions in primary care, including flexing investment based on local demographics in individual networks. This is particularly important for Croydon which has significant variation in population demographics across our networks.
 - Aligns with the development of seamless integrated out of hospital services for local people through OBC, with community resource being allocated where needed.
 - Supports the development of sustainable and resilient local services in primary care through collaborative working to manage our significant workforce challenges in primary care.
 - Supports local solutions to operational and organisational primary care issues to expedite resolutions

4. CONSULTATION

- 4.1 The CCG has engaged extensively with member practices, other clinical commissioning groups, NHS England, and the LMC on the process for delegated commissioning. Information for patients in South West London on primary care co-commissioning has been made available on the CCG's website since 2015.
- 4.2 Discussions held at executive committees and Governing Body meetings, (in workshop and public meetings) to understand and test the case for change which clearly outlined the opportunities offered through delegation of primary care commissioning. Approval to apply for delegated primary care commissioning for 1 April 2017 was received in a Public meeting of the Governing Body on the 1st September 2015, subject to agreement of the Council of Members, which was agreed by a majority vote on the 30th November 2016.
- 4.3 The benefits of delegated commissioning, as seen by CCGs across SWL, and agreed by our members are:
- Primary care services designed to meet population need and reduce variation
 - Primary care services designed to meet the challenges of Croydon CCG, including increased mental health support in primary care, and greater community care to support early discharge and out of hospital care.
 - Ability to commission primary care services using the GP collaborative and a network model to address the workforce challenges faced by primary care in Croydon
 - Ability to work closely with the LMC, GP collaborative, and Healthwatch to design services to meet patient need at a network level.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 The CCG will continue to invest in primary care, and will not be able to use its primary care allocation to balance its commissioning deficit. All decisions for primary care investment will be through the Primary Care Committee, with membership from NHSE. The CCG will follow a parallel governance process for assurance in primary care commissioning as the other SWL CCGs to ensure due diligence. Croydon CCG will continue to work alongside the other SWL CCGs to align services where appropriate.

6. LEGAL CONSIDERATIONS

- 6.1 The CCG's constitution was reviewed by Capsticks in 2015, on the understanding that it would meet the purpose of joint commissioning, or fully delegated co-commissioning.

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BACKGROUND DOCUMENTS [*These must be attached for posting online*]