



**Programme : Delivering safe and sustainable acute services through effective collaborative commissioning**

**Title: Brief notes of the SYB and N Derbyshire Commissioners' Workshop on 25 October 2013**

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## **Introduction**

This paper summarises the main messages from the joint Commissioners' Workshop on 25 October 2013. It will be followed by a more detailed set of notes. The purpose of the workshop was to give Commissioners an opportunity to come together and build on discussions undertaken to date; to agree a short list of priorities to work together on; and to agree how to take this forward in a formal and structured way.

## **Attendees**

The attendees at the event were:

- Barnsley CCG: Dr Nick Balac and Mark Wilkinson.
- Bassetlaw CCG: Dr Steve Kell and Lisa Bromley
- Doncaster CCG: Chris Stainforth.
- North Derbyshire CCG: Jackie Pendleton.
- Rotherham CCG: Dr Richard Cullen and Chris Edwards.
- Sheffield CCG: Dr Tim Moorhead and Ian Atkinson.
- NHS England (South Yorkshire & Bassetlaw) Area Team : Dr David Black, , Eleri de Gilbert, Steve Hackett, Brian Hughes, Margaret Kitching, Cathy Edwards
- Support to Programme, NHS England : Laura Sherburn. Sally Brown, Linda Daniel
- Finnamore: Jonathan Pearson and Kate Lodge.

## **Main messages from the workshop**

The main messages from the workshop are:

- **Challenges** – the NHS in South Yorkshire and Bassetlaw, Mid Yorkshire and North Derbyshire faces challenges to sustainably meet the needs of an ageing population; to continue to increase productivity; and to further improve the quality and outcomes of care. The NHS in England is facing a £30 billion challenge over the next seven years, which equates to £750 million in South Yorkshire & Bassetlaw alone. The NHS commissioners across this area recognises the need to work together to respond to these challenges and this session aimed to identify where to focus that effort.
- **Providers** – The seven Acute providers in South Yorkshire and Bassetlaw, Mid Yorkshire and North Derbyshire have agreed to work together to help meet these challenges and improve the quality of care that they deliver. The providers' Working Together Programme will enable a fundamental change in the way the participating Trusts interact to deliver services across the local Healthcare economy. Providers will learn from each other to identify and deliver benefits that they would not achieve by working on their own, thereby strengthening each organisation's ability to:
  - deliver high quality and sustainable services to people in the most appropriate care setting(s) as local and as close to their homes as possible;
  - achieve financial viability and sustainability, and;
  - influence and meet commissioner intentions to improve the health and wellbeing of the people being served, and to do so in the most economic, efficient and effective way.
- **Commissioners** – The commissioners from Barnsley, Bassetlaw, Doncaster, North Derbyshire, Rotherham, and Sheffield CCGs, as well as the Specialised Commissioning and SYB Area Team, have agreed to work together to develop the strategy and take action on these challenges. Wakefield were not present at the session but are also committed to the work.
- **Benefits** – There are a number of benefits of commissioners working together, these include:
  - sharing limited resources and effort;
  - coherent and consistent service planning and commissioning across the patch, including alignment on quality and safety, ensuring that quality standards are met ;
  - retention of 'local' services in CCG localities;
  - ensuring specialised services locally meet nationally specified critical mass and detailed service specifications

- **Priorities** – the commissioners had previously reviewed the evidence on the long-list of priorities and brought the clinical views of their CCG to this session. The group agreed on a shortlist of priorities to work together on, with provisional objectives suggested for each as follows:
  - **Cardiology**
    - To commission the existing Strategic Clinical Network to review adherence to existing commissioning standards previously developed by the strategic clinical network, undertake a gap analysis, and produce an option appraisal regarding the possible solutions.
  - **Stroke**
    - To commission the Strategic Clinical Network to review current performance against the established quality indicators, and carry out an options appraisal for improvement of services within the SYB & North Derbyshire footprint; aiming to commission primary and community alternatives to secondary care where clinically appropriate and economically efficient.
  - **Smaller Specialties**
    - Where sustainability, quality, or safety concerns exist, agree a set of joint commissioning intentions with the aim of securing standardised, locally-based, resilient services; ensuring patients and the public are appropriately engaged and communicated with at the various stages of planning
  - **Out of Hospital Care (combining urgent and primary care)**
    - Further work is needed to clearly define the objectives for urgent and primary care, and ensure that existing work within CCGs and Urgent Care Boards is not duplicated. Initial thoughts are that the objectives could include a focus on: developing a consistent set of principles on the commissioning freedoms of the CCGs and NHS England relating to urgent and primary care; sharing best practice across CCGs; commissioning integrated care, particularly for the vulnerable elderly; exploring a collective SY&B-wide approach to ambulance commissioning; and understanding the sustainability issues facing A&E units in the patch. The footprint for this work is to include North Derbyshire CCG.
  - **Paediatrics and Neonates**
    - To ensure safe, sustainable, local hospital services through the development of service models. This will include the review of a number of areas such as inpatient beds, core hours, risk management, workforce and organisational models.

Additionally, it was agreed that a dedicated workstream on Communications and Engagement would underpin the above 5 workstreams, and this would be led by Chris Edwards ( Rotherham CCG) and Eleri de Gilbert (NHS England).

The following service areas were not selected as a priority *for collaboration* as part of this programme: Dementia, Upper GI, Rehab, Vascular, Specialised services. This does not mean that these services are not a priority for commissioners and will be separately addressed by NHS England or CCGs as lead commissioners, as appropriate, ensuring proper consultation and involvement of other commissioners as appropriate.

### Next steps

Lead Individuals were identified for each workstream in the Commissioner Working Together Programme:

- Cardiology & Stroke – Ian Atkinson (Sheffield CCG) and Dr Nick Balac (Barnsley CCG)
- Paediatrics & Neonates – Phil Mettam (Bassetlaw CCG) and Dr Tim Moorhead (Sheffield CCG)
- Smaller Specialties – Mark Wilkinson (Barnsley CCG) and Dr Richard Cullen (Rotherham CCG)
- Out of Hospital Care – Dr Steve Kell (Bassetlaw CCG) and Brian Hughes (NHS England )

Lead Individuals were also identified for each workstream in the Provider Working Together Programme:

- Sharing Information: Keely Firth (Rotherham CCG)
- Consistency of Care: Dr Nick Tupper and Chris Stainforth (Doncaster CCG)
- Smaller Specialties: Dr Richard Cullen (Rotherham CCG) and Mark Wilkinson (Barnsley CCG)
- Response to Specialised Services: Dr Tim Moorhead (Sheffield CCG), Cathy Edwards (NHS England)
- Locums: Mark Smith North Derbyshire CCG
- Procurement: Chris Edwards (Rotherham CCG)

A number of specific actions were also agreed:

- The Commissioners Working Together Programme Board on 1 November will consider a common communication to be disseminated within organisations following this workshop.
- A Programme Initiation Document would be produced for the Commissioners Working Together Programme by Laura Sherburn, to be considered at the December Commissioners Working Together Programme Board, describing:



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- The need to obtain a mandate for any emerging change from the public and patients as well as provider stakeholders.
- The objectives of working together in each identified service area workstream.
- An estimate of the amount and type of resource needed to achieve these objectives.
- The gap between existing resource and resource needed.
- Ways of working within the workstreams, including consideration of virtual IT platforms.
- A joint commissioner-provider Working Together workshop will be scheduled for January 2014; Chris Edwards and Eleri de Gilbert will take this forward.