
REPORT FOR: HEALTH AND WELLBEING BOARD

Date of Meeting: 19 September 2019

Subject: NWL CCGs Commissioning Reform update

Responsible Officer: Javina Sehgal, Managing Director, Harrow CCG on behalf of Mark Easton, Accountable Office, NWL CCGs

Public: Yes.

Wards affected: All.

Enclosures: NWL Commissioning Reform update

Section 1 – Summary and Recommendations

Recommendations:

The Board is requested to note the update on the NWL CCGs Commissioning Reform and the recommendation to governing bodies for the merger to a single CCG for NW London to take place on 1 April 2021.

Section 2 – Report

In response to the NHS long term plan, which suggested that the number of CCGs will be significantly reduced to align with the number of emerging integrated care system (ICSs), NW London CCGs launched a case for change for commissioning reform on 29 May 2019.

The case for change recognised that there were questions on how the CCGs respond to the configuration issues raised by the long term plan which required exploration and resolution.

The key areas for exploration identified for engagement were:

- Whether this change to the number of CCGs happens by April 2020 or later, in April 2021;
- What functions should be delivered at a NW London level and what should be organised more locally;
- How the finances would work;
- How the changes to our CCGs relate to: changes at NW London with the development of an NW London integrated care system, the development of integrated care partnerships (ICP), based on boroughs, current CCG footprints, or groupings of boroughs, and the development of sub-borough structures such as primary care networks (PCNs).

The enclosed paper sets out the engagement process and findings.

The outcome of the engagement is to present to the eight CCG governing bodies recommendations for taking NWL Commissioning Reform forward.

In view of the feedback from our stakeholders to move to a single CCG in 2021, the need to focus on financial recovery, and the commitment of all Chairs to remain aligned as an eight borough collaboration, we recommend to CCG governing bodies that the merger to a single CCG for NW London takes place on 1 April 2021.

This would allow for a transition year which will focus on:

- System financial recovery;
- Development of integrated care at PCN, borough and ICS level;
- The development of a single operating structure across the commissioning system, and meet the expectations of NHSE that we would operate in 2020/21 under a single operating framework, with the associated reduction in management costs and streamlined governance;
- To work with providers to develop alternative reimbursement structures from 2020/21 to support delivery of ICP/ICS.

Ward Councillors' comments

CCG report so not applicable

Financial Implications/Comments

As well as improving outcomes and reducing variation, we also recognise that our financial challenges are significant and that only by working as a single CCG can we begin to address them.

Legal Implications/Comments

None identified.

Risk Management Implications

Risk	Mitigating actions
If we do not engage sufficiently with stakeholders there is a risk that we may not realise the benefits for commissioning reform in North West London.	We are developing an engagement plan. Once it is agreed and implementation has commenced we envisage that it will be unlikely that there will be a moderate slippage to the timetable, reducing the risk.
If we do not develop an approach that is coherent across the ICS, single CCG, ICPs and Primary Care Networks then this could become just an administrative change that will not help us to address the underlying issues of financial and clinical sustainability resulting in intervention by regulators.	<p>We have measures in place; however, we need to do more to meet national standards.</p> <p>By implementing improvements and evidencing success we can reduce the likelihood of regulator intervention.</p>
If we do not merge into a single organisation with clearly articulated financial principles and flow, then we risk success to financial recovery and sustainability resulting in a lack of cohesive operations and delivery.	<p>Until we have agreement from governing bodies to the merger and associated financial principles and flow, we cannot reduce the risk.</p> <p>With agreed principles we can implement, it is unlikely this risk will be of detriment to financial recovery.</p>

Equalities implications / Public Sector Equality Duty

The thorough impact assessment is underway. The detailed report will be made available when complete.

Council Priorities

One of the outcomes from the reform is to work towards equity of access to services across north west London.

Section 3 - Statutory Officer Clearance (Council and Joint Reports)

Not applicable

Ward Councillors notified:	NO
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Section 4 - Contact Details and Background Papers

Contact:

Javina Sehgal, Managing Director, Harrow CCG
Mark Easton, Accountable Officer, NWL CCGs

Background Papers:

<https://www.healthiernorthwestlondon.nhs.uk/bettercare/thevision/caseforchange>