



Sussex and East Surrey
Clinical Commissioning Groups



Our NHS...our CCGs

How we work for our populations

Introduction:

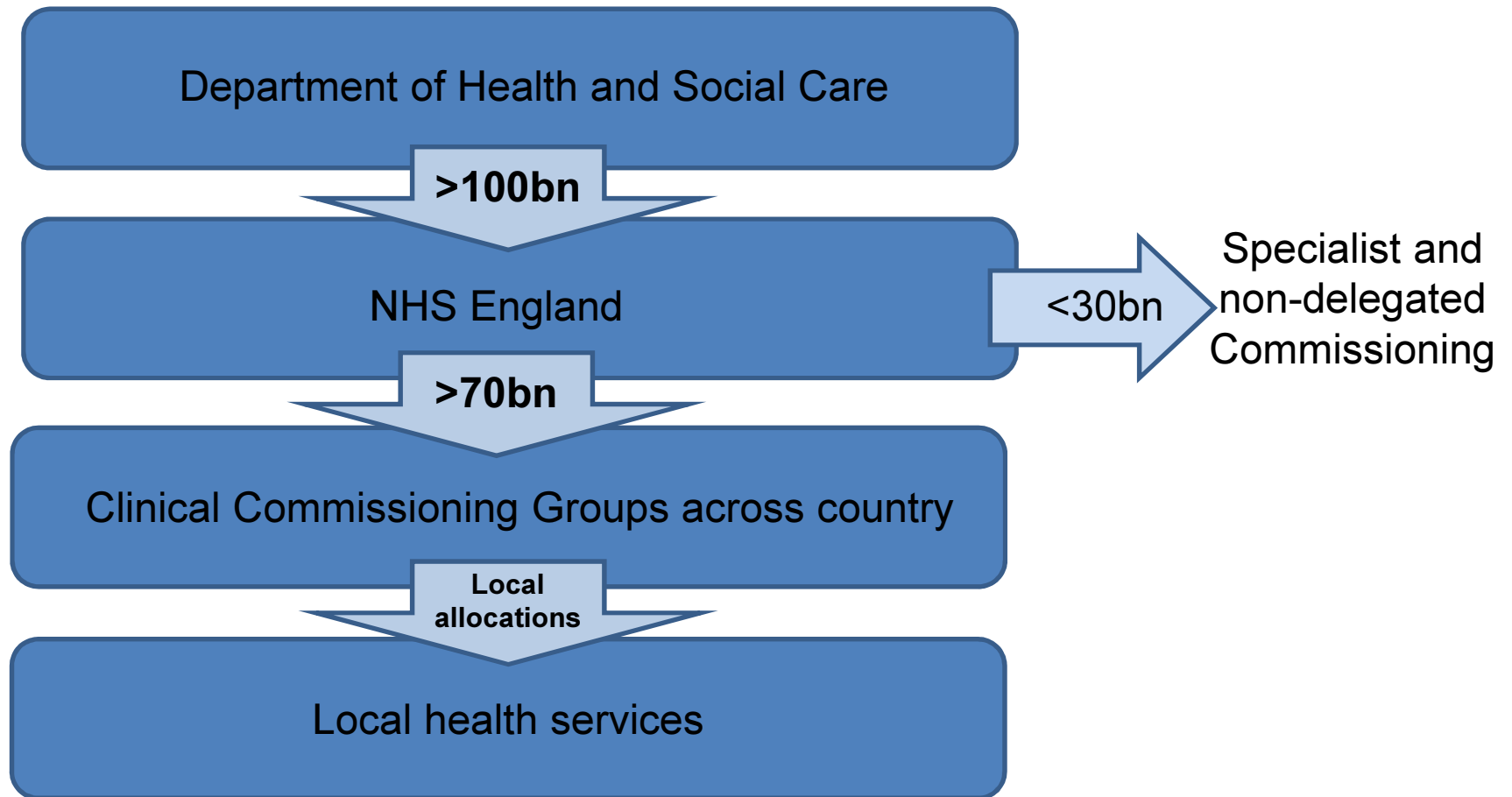
To introduce important NHS context of key structures, national direction and what it means for Brighton and Hove.

1. How the NHS works – From national to local levels
2. NHS Structures, roles and responsibilities
 - Clinical Commissioning Groups (CCGs)
 - Sustainability and Transformation Partnerships (STPs)
3. The NHS Long Term Plan
 - CCGs need to change
 - Integrated Care Systems (ICSs)
4. Progress working together for Brighton and Hove - CCG and Council
5. Key considerations for us working together for the health and wellbeing of the people of Brighton and Hove.

How the NHS works nationally

- **Department of Health and Social Care** is the Government department responsible for government policy on health and social care matters.
- **The department carries out its duties through arms-length bodies, including NHS England and Public Health England**
- **NHS England** leads the NHS and regulates the different NHS organisations working locally across the country.
- **There are many different NHS organisations working locally, including:**
 - The Clinical Commissioning Group (Brighton & Hove CCG)
 - Hospital Trusts, Community Trusts
 - Mental Health Trusts, Ambulance Trusts
 - Other **organisations working on behalf of the NHS, including GP practices**

How the NHS is paid for...



NHS Structures - What is a CCG and how do we work?

- **Clinical Commissioning Groups (CCGs) were created following the Health and Social Care Act in 2012**, and replaced Primary Care Trusts on 1 April 2013.
- **They are clinically-led statutory NHS bodies responsible for the planning and commissioning of health care services for their local area.** As of 1 April 2019 there are 191 CCGs in England.
- **Commissioning is about getting the best possible health outcomes for the local population** and involves assessing local needs, deciding priorities and strategies, and then buying services on behalf of the population from providers such as hospitals, clinics, community health bodies, etc.
- **CCGs must constantly respond and adapt to changing local circumstances. They are responsible for the health of their entire population**, and measured by how much they improve outcomes.

What is a CCG and how do we work? (2 of 2)

CCGs are:

1. Membership bodies, with local GP practices as the members
2. Led by an elected governing body made up of GPs, other clinicians including a nurse and a secondary care consultant, and lay members. The DASS and DPH also sit on the Brighton & Hove Governing Body
3. Responsible for approximately 2/3 of the total NHS England budget
4. Responsible for commissioning healthcare including mental health services, urgent and emergency care, elective hospital services, and community care
5. Independent, and accountable to the Secretary of State for Health and Social Care through NHS England

CCGs across Sussex and East Surrey



£2.7 BILLION
ANNUAL HEALTHCARE SPEND

1.8 MILLION PEOPLE 

HEALTH AND CARE WORKING TOGETHER
24 ORGANISATIONS

NHS Structures - What is a Sustainability and Transformation Partnership (STP)?

- Created in 2016 to encourage health and care leaders and organisations across regions to work together to improve the health and care of their populations.
- Non-statutory voluntary partnerships of health and care organisations across 44 regions throughout the country.
- Aimed to break down organisational barriers and encourage more integrated working to give people greater joined-up care.
- Organisations encouraged to agree principles and ways of working together.

Sussex and East Surrey STP

- **Partnership of 24 health and care organisations (including local authorities)** across Sussex and East Surrey working together to look at how we can improve services for patients and address the challenges we face.
- **Non-statutory partnership and accountability and responsibility of health and care services remain with the partner organisations.**
- **Independent Chair** (Bob Alexander) and **Senior Responsible Officer** (Adam Doyle), supported by a small programme team.
- There are a number of **work streams working across Sussex and East Surrey focused on immediate priorities** including workforce and estates
- In Brighton & Hove we have worked closely on the joint preparation of the Health & Wellbeing Strategy and see this as being a major component in response to the NHS LTP required by the Autumn

The NHS Long-Term Plan

- Published in January 2019.
 - Outlines how the NHS will change in the future.
 - Sets the target of having Integrated Care Systems (ICSs) covering the whole country by April 2021.
- **This will involve a fundamental shift in how CCGs will work and how future commissioning will be done.**



What does this mean for CCGs?



CCGs will become leaner, more strategic organisations that support providers to partner with local government and other community organisations on population health, service redesign and Long Term Plan implementation.



*- The **NHS Long-Term Plan***

So CCGs need to change...

CCGs are no longer able to operate and commission effectively and efficiently for the changing needs of our populations;

- Due to their relatively small size of CCGs
- Inconsistency in how services have been commissioned
- Unnecessary duplication in work
- Difficult to commission at scale when needed
- Difficult to recruit and retain specialist expertise and skills

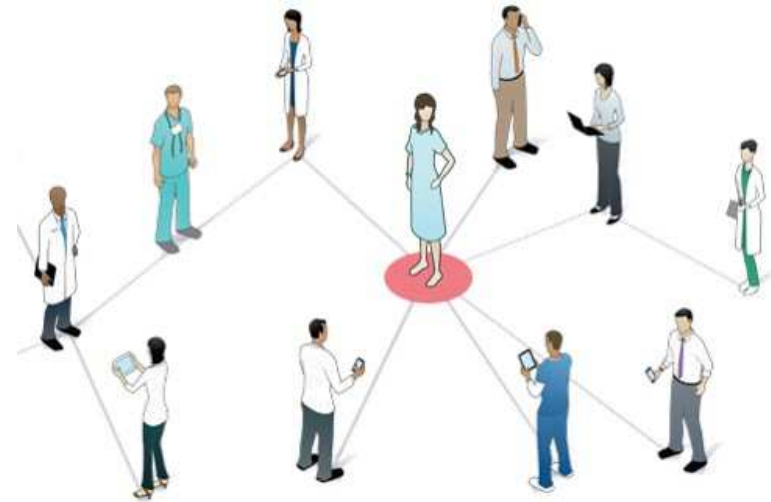
Healthcare only accounts for 10% of a population's health

- Large number of the wider determinants of health relates to services under the responsibility of local authorities and other partners, which is why closer integration with these partners is essential in the future.

➤ **The future of commissioning is “population health” that focuses more on wellness and prevention to improve outcomes. To be able to do this, there needs to be a joined-up approach between NHS organisations and partners.**

What is an Integrated Care System (ICS)?

- Non-statutory, self-regulating partnership of regulators, health and care commissioners and providers.
- Responsible for developing the long-term health and care strategy for a system, will be self-regulating and will fulfil the regulatory functions on behalf of NHS England and NHS Improvement.
- The ICS will be comprised of:
 - ✓ Population health and care commissioners
 - ✓ Integrated Care Partnerships (ICPs)
 - ✓ Primary Care Networks (PCNs)



CCG progress over last 18 months

- ✓ Stronger leadership
- ✓ Greater consistency
- ✓ Improved relationships with providers
- ✓ Improved relationship with regulators
- ✓ Improved quality of services commissioned
- ✓ Shared expertise
- ✓ Greater grip on finances



Joint CCG/Council progress on integration

- ✓ An integration **vision** with the Health and Wellbeing Board
- ✓ A joint patient and **public engagement** programme - *The Big Health and Care conversation* and *Our Health and Care, Our Future*.
- ✓ Jointly developed and published the **Health and Wellbeing Strategy** for Brighton & Hove with the Governing Body, Public Health Team, Health and Wellbeing Board and system partners.
- ✓ NHS a partner on the **One Public Estate programme**, to optimise city assets to support health estate development and new models of care
- ✓ NHS Membership on the **Strategic Accommodation board** to enable strategic approach on housing and supported accommodation linked to health services eg. Mental Health housing, Brighton General Hospital redevelopment.
- ✓ **Joint visits to leading integrated areas** such as Manchester, and the formation of the **system operational command group**
- **But still lots to do e.g. embedding system leadership**

Key Considerations for future working

- As a national service, policy and strategy for the NHS is largely determined centrally and nationally.
- Challenges have been, and will be, delivering the transformation programme at the necessary pace during times of significant NHS structural reform, financial balancing and political change through local elections.
- Significant positive progress has been made locally; there is a clear commitment to work closely together and we have strong relationships which stand up to a testing operational and financial environment.

➤ **We need to ensure that we find the way to effectively balance the integrated system of health and wellbeing for Brighton and Hove with the national programme set for the NHS that is driving fundamental changes in the way we work.**



Sussex and East Surrey
Clinical Commissioning Groups



Thank You

