

Health Scrutiny Committee 24th March 2016

Report from the Chief Executive Officer, Dudley Clinical Commissioning Group

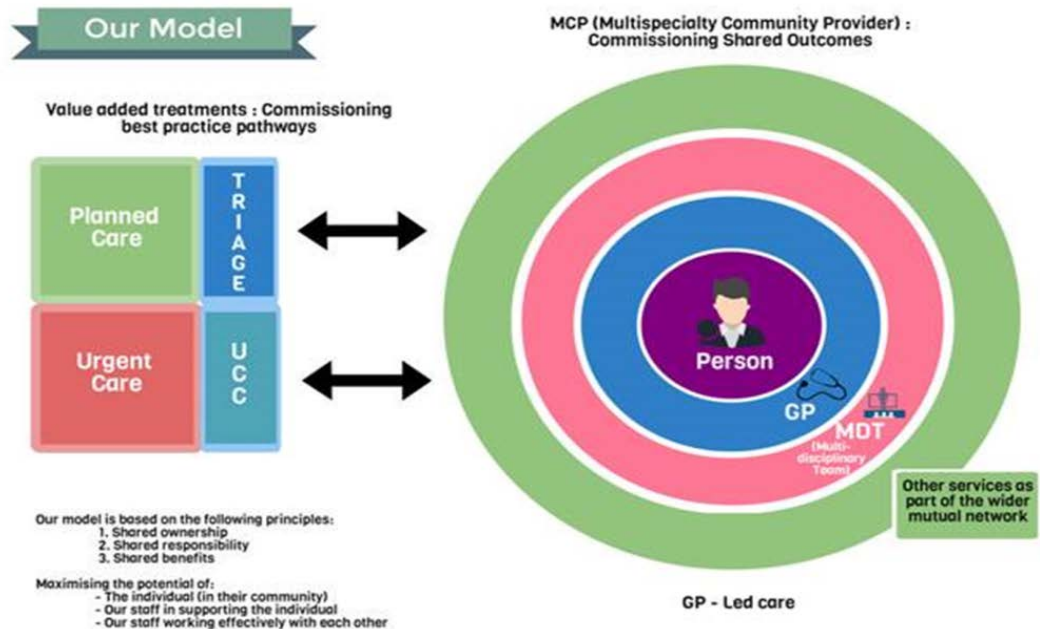
Dudley New Model of Care (Vanguard) Programme Update

1. Purpose of Report

To provide an update on the Dudley New Model of Care (Vanguard) programme.

2. Background

Dudley CCG has been participating in the New Model of Care programme as an MCP Vanguard since March 2016. The MCP new model of care is a Multi Specialty Community Provider and our model of care puts the person, registered with their GP Practice, at the centre of the model. The services required are then wrapped around the person, working as one, to keep people safe and well as far as possible in their community setting. Our illustrative model is shown below:

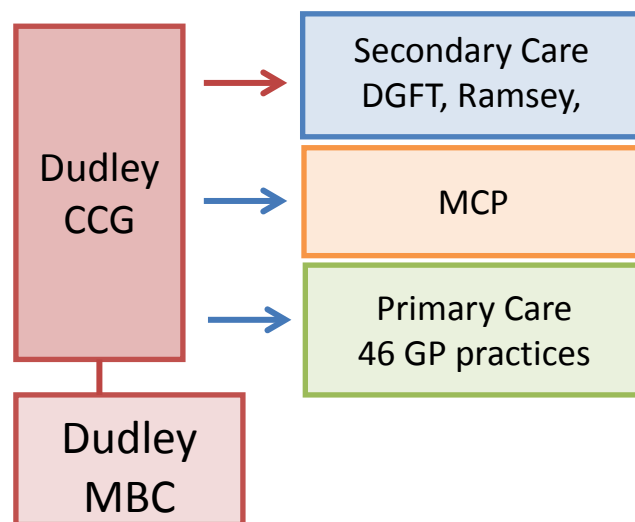


Partners involved in developing the Dudley MCP include:

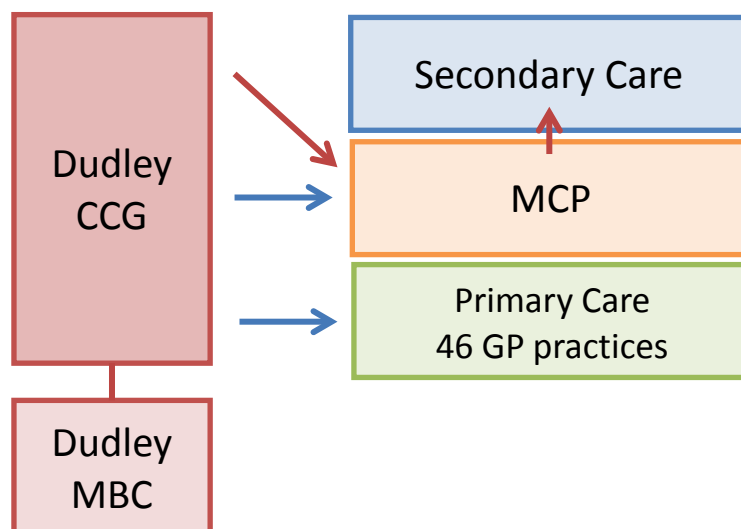
- Dudley CCG
- Dudley MBC
- Dudley Group NHS Foundation Trust
- Dudley & Walsall Mental Health Trust
- Black Country Partnership Foundation Trust
- Voluntary sector organisations

We are currently undergoing a mapping exercise which maps which services will sit either inside or outside of the MCP. This exercise is being undertaken co-operatively with providers and will be completed by the end of March 2016. Dudley CCG and Dudley MBC will be commissioning and contracting for the new MCP from April 2017. The next twelve months will therefore focus on the organisational form of the MCP (of which there are various choices), developing the contract for the MCP and continuing the work in the various workstreams to enable implementation.

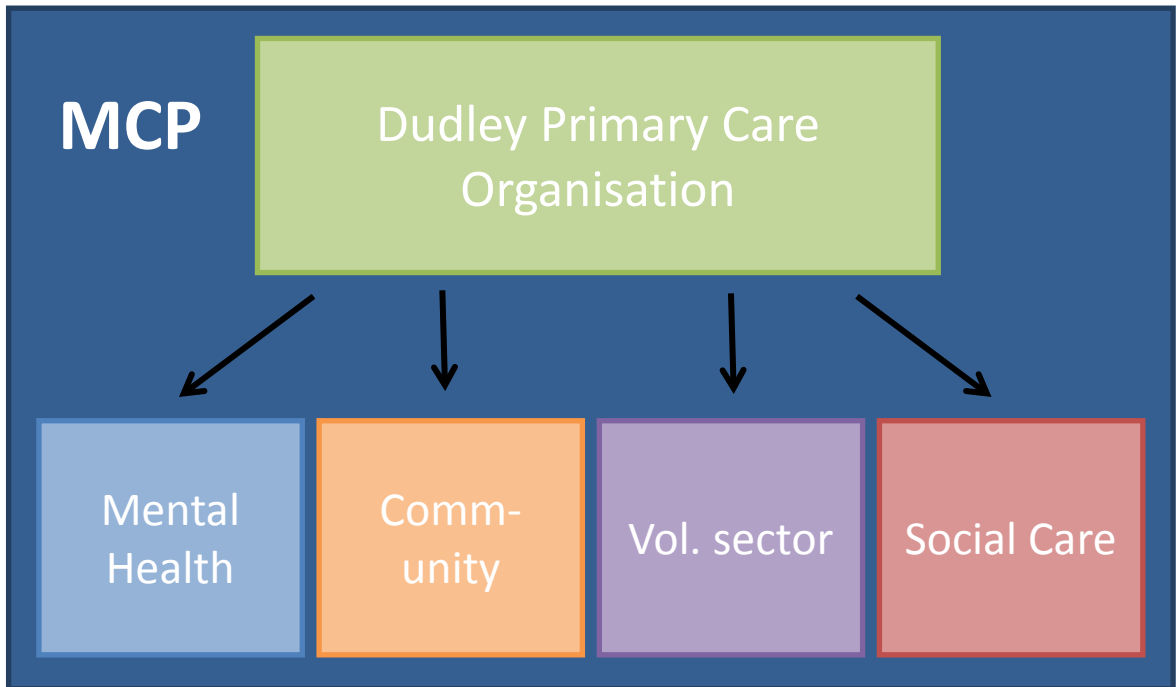
These are not exclusive, but the organisational form could take one the following options:



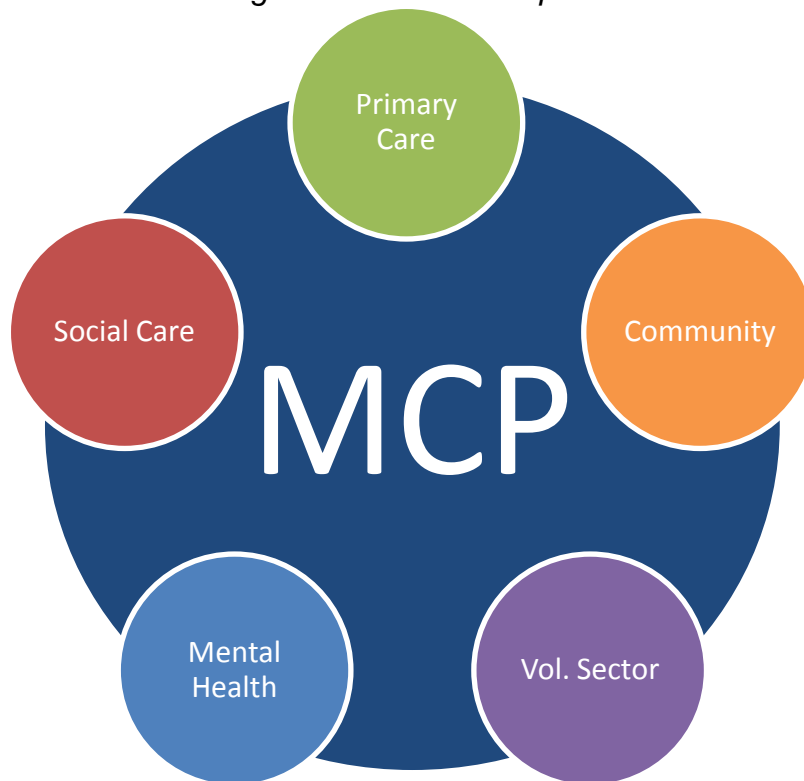
A primary care-led MCP enables primary care to coordinate the work of community services but still maintain the independence of individual practices.



Risk-share on demand management of all activity gives further influence to primary care; flexibility over provision of all services; and access to greater resources.



In this version the primary care organisation holds the MCP contract and then subcontracts with the other organisations for their parts of the model of care.



In this version the different organisations form a joint partnership to create a new organisation which is the MCP.

3. Engagement of our Public

Public Involvement

This programme of work is grounded in the principles of clinical leadership and Public Involvement. We are talking to the public about our plans and to date there has been significant levels of involvement. This involvement has shaped the model and continues to inform the programme as people tell us what successful integrated care means for them.

The Partnership Board approved a Communications and Involvement Strategy in August 2015 which set out the arrangements for involving people in the new care model development.

- On-going Involvement

At the launch of the Five Year Forward View, Dudley CCG held a **Healthcare Forum** to talk with local communities around the publication. We wanted to know views on how people thought the plans could work with an opportunity to discuss challenges and opportunities. A graphic facilitator captured the conversation (appendix 1)

Since Dudley was selected to become a vanguard site, there have been a number of **engagement activities** which have all fed into the New Care Models work. These include a series of focus groups on Access to services and Long Term Conditions; these are diagrammatically expressed in Appendix 2.

A subsequent **Healthcare Forum** took place early December 2015 and approximately 80 participants took part in structured workshops around key work streams as part of the New Models of Care (NMC). Feedback was captured at every workshop and has been fed into the work streams.

At the end of January 2016, a Listening Exercise was launched, by the end of March we will have attended over 45 community groups including:

- All the Community Forums
- Several Patient Participation Group Meetings
- Dudley Women Labour Forum
- Rotary Club (Dudley)
- Young Health Researchers & Dudley Youth Council
- Stourbridge Township Council
- Access in Dudley
- Black Country Housing
- Dudley Carers Forum
- Dudley Mind

This has been an opportunity to talk about the New Care Model and to give participants the opportunity to share their views and opinions and help shape how we form better integrated health and social care. A doodle ad has also been produced for this exercise and promoted via social media.

In addition to supporting Dudley CCG listening events, Healthwatch Dudley is hosting a series of bespoke **Activate sessions** across Dudley borough. These events identify what being healthy, well and cared for means and what helps or hinders people. The sessions go on to explore how this understanding can unlock creativity and potential for everyone to think and work in different ways. Bringing people together helps everyone to think about the active roles that everyone can play. Healthwatch Dudley will collate evidence and learning from all of the listening that takes place into a research report that will be presented to the partnership Board in April.

With the New Care Models work progressing rapidly in Dudley, it seemed the right time to invite people to be part of a **New Care Model Participation Group** that could be focussed and involved specifically with the projects that fall under the New Care Model. We asked people to submit an Expression of Interest (EOI) if they wanted to be involved and were overwhelmed with 60+ responses. Around 25 of those turned up to our first meeting in February and we worked together to look at how the group could work and feel valued and how best to continue.

We are currently collecting information from everyone who submitted an EOI to build a picture and planning our next session for early April. We received some really positive feedback from the meeting and there was a real appetite to do something different and a passion to be involved in designing and co-producing patient pathways. We will be working with the CCG Commissioning team to see how best we can support coproduction of our model moving forwards.

Commissioning Intentions

Dudley CCG set out in its commissioning intentions the key elements of the new model of care. These intentions were published to the CCG website, distributed to libraries and referred to at the community forums offering the public a chance to comment on their contents. The questions included in the consultation were as follows:

- Do you feel we clearly explained our commissioning intentions for 2016- 2017?
- What are your views on our commissioning intentions?
- In your opinion, is the implementation of an integrated out of hospital system the best care solution for Dudley's most vulnerable patients?
- Do you have any particular comments or concerns about our commissioning intentions that you haven't covered, and what are these?
- After considering our intentions for 2016- 2017, is there anything you would like to share about what this will mean for you personally?

No negative comments were received in response to these. A full report of results was sent to the Head of Commissioning and the Chief Accountable officer at the end of the consultation.

Formal Engagement

As this report sets out, it is likely that we will start our contractual process following our CCG Board Meeting on the 17th July 2016, dependent upon the national process

for developing MCP contracts; to establish the MCP ready for April 2017.

We will be conducting a 4 week engagement exercise to inform the characteristic of the new Multi-Speciality Community Provider (MCP).

This will include a public meeting in each of our 5 localities, a website with feedback forms, a social media campaign to seek opinions and information to the general public via partner networks and Dudley GP surgeries.

All feedback will be presented to the CCG Board meeting in July 2016.

Public Consultation

Throughout 2016-17 we will formally consult on the relevant elements of the new care model which includes significant service change. For example, our commissioning intentions detail plans to scope a single number to contact for access to all appointment booking, this has formed part of our involvement to date and will require consultation on whether the public believe it is the right solution.

There are also likely to be changes to clinic locations as we move towards a community focused model of care. This could see some services relocating from the hospital to the community and consultation will take place on these changes.

We are already seeing consultations on practice branch closures as our Primary Care Services struggle to maintain the existing service over a number of locations. We will be consulting with the public on our estates strategy to see what they need from future health and care premises.

Our Governance

Our Partnership Board, which has been established for nearly 12 months, continues to meet on a monthly basis. The Partnership Board contains representation from all of the partners in the system (those organisations named at the beginning of section 4). In addition we have our New Care Models Implementation Group which oversees the work of the individual workstreams to enable the model.

Our governance arrangements will be reviewed over the next couple of months as separation begins between the commissioning and provision of this model of care. As a CCG and a lead MCP involved in writing the contract for this model of care, we have accessed legal advice on potential organisational forms and the procurement process that would need to be undertaken.

4. Financial Support

Our Value Proposition was submitted on 8th February to the national team. The Value Proposition is a document which details the investment required to enable implementation of the MCP model in Dudley. The proposition was developed in partnership with providers and contains detail on both qualitative and quantitative outcomes of the new model. The financial support requested is as follows:

2016/17: £8,770,424

2017/18: £10,408,951

We are expecting a decision on our Value Proposition for 2016/17 by the end of March 2016.

Recommendation

It is recommended that Health Scrutiny Committee receives the report and notes the good progress being made

Note that the new model of care will need to be commissioned jointly by the CCG and Dudley MBC

For committee to recognise the extensive involvement work to date.

For the committee to approve the plan for engagement in June 2016 which will inform the characteristics of the new MCP.

For the committee to be assured that any further significant service change will be consulted on.

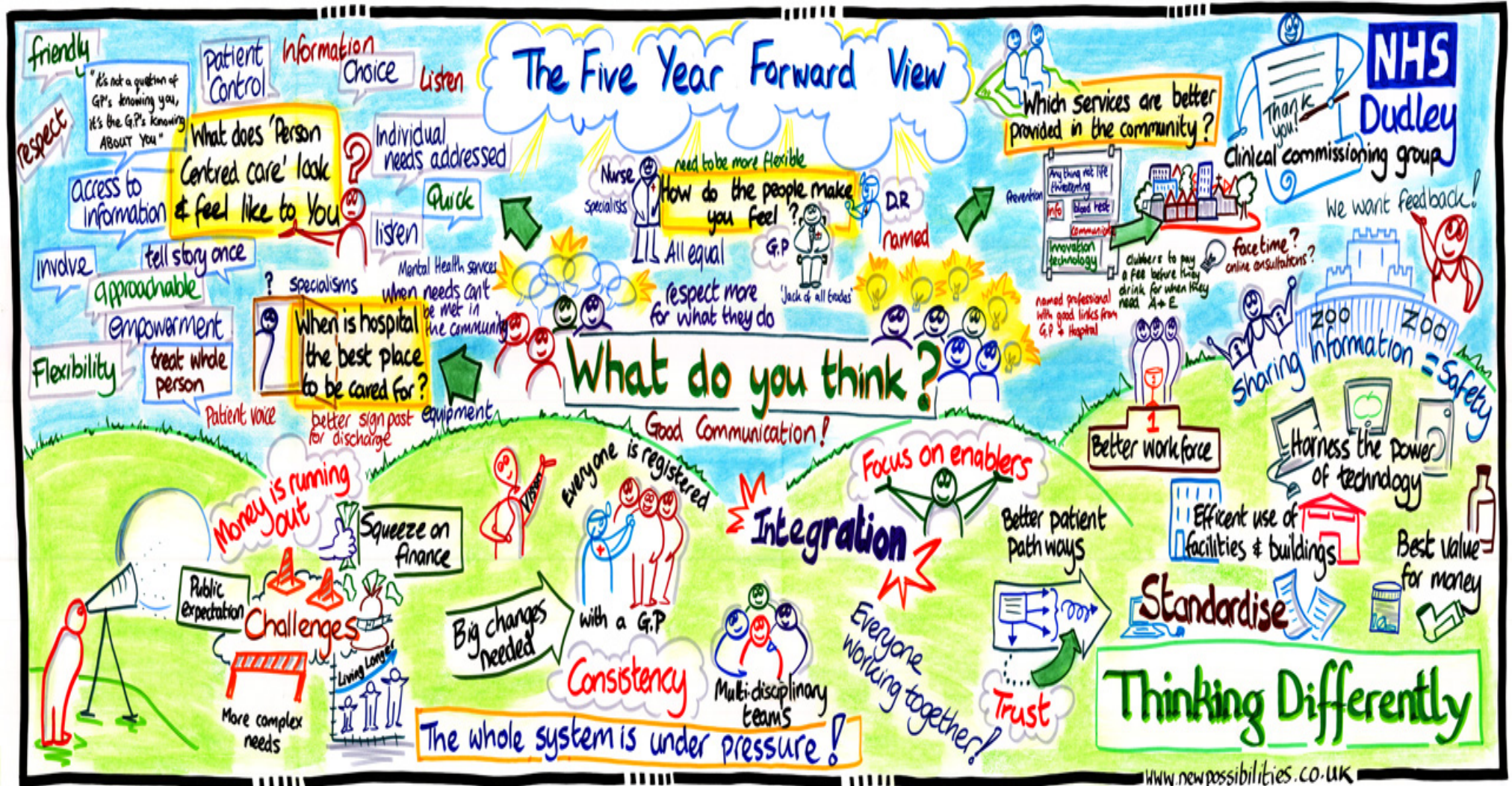


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Appendix 1
 Feedback from Healthcare Forum March 2015



Appendix 2 Involvement 2015

Patient Opportunity Panel
Providing a community/patient perspective on CCG activities

Sense.ly
Using technology to access Primary Care

Conversations

That informed the model

