

## Kent and Medway Strategic Commissioner Update

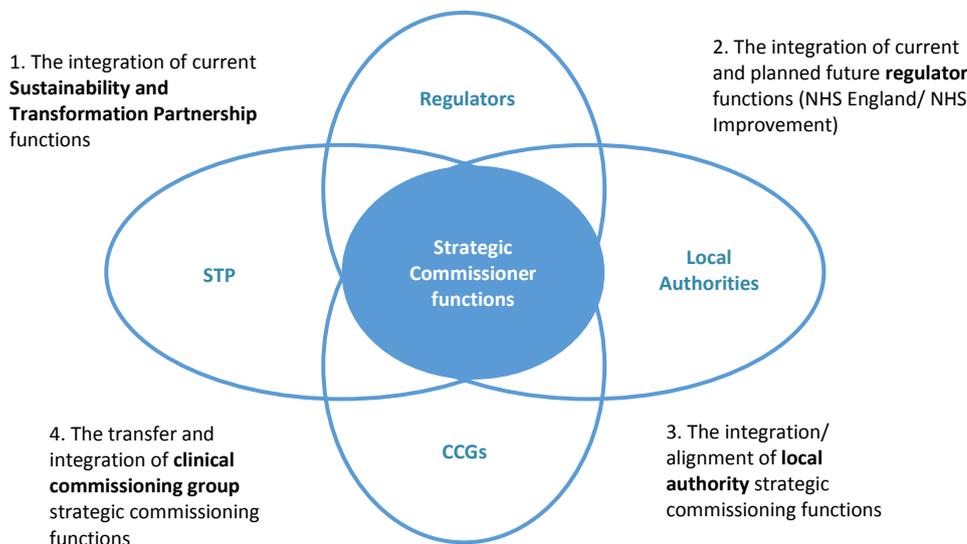
November 2018

### Why are we establishing a Strategic Commissioner?

Delivering local care, improving prevention, investing in mental health services and supporting our providers to delivery clinically and financially sustainable services that meet national standards requires changes in commissioning.

We are working to develop a Strategic Commissioner for Kent and Medway which would see the alignment/integration of functions in order to improve outcomes for the population of the area. Figure 1 outlines the contribution from regulators, commissioners and providers in the establishment of a Strategic Commissioner.

Figure 1: Future alignment & integration of functions to a Strategic Commissioner



The Clinical Commissioning Groups (CCGs) across Kent and Medway have been working since April of this year on the development of a strategic commissioner function to work across all eight CCGs. The establishment of a Strategic Commissioner is part of a national programme to drive improvements in care through alternative commissioning arrangements and wider system transformation. The aim of this programme is to look at how current contributions from regulators, commissioners and providers can be developed, updated and strengthened to support and drive improvements in the services accessed by the local population. For commissioners, the focus has been on strengthening how the CCGs and local authorities can work together to drive service improvement, improve patient outcomes and address health inequalities by transforming the way we both commission and provide services across Kent and Medway.

There are a number of advantages to the CCGs working together. Making strategic commissioning decisions once across multiple CCGs will help in providing consistency across commissioned services to the population of Kent and Medway. Further intended

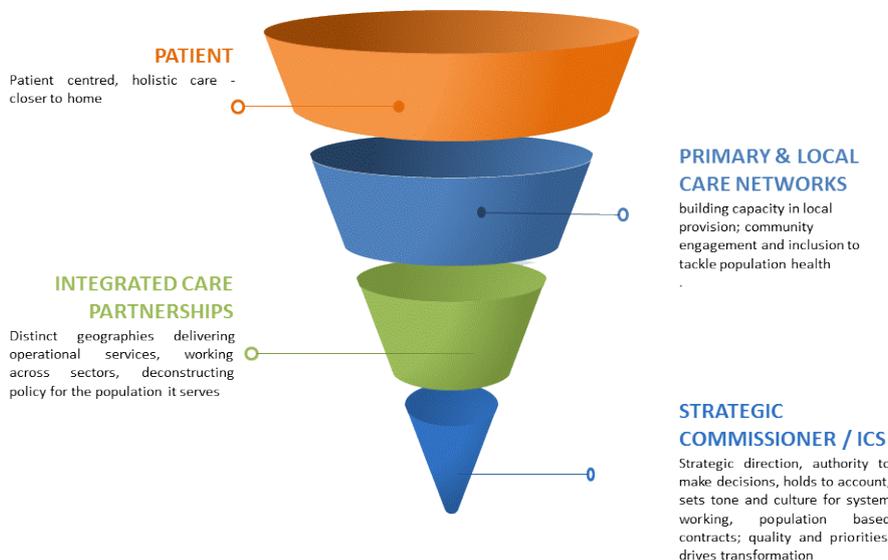
benefits include more efficient use of resource through reduced duplication in local commissioning efforts and the provision of services, the opportunity to commission services at scale, the potential to attract new and alternative models of care and service provision and the opportunity to further strengthen the integration of care and services accessed by patients. It will help improve services for patients by reducing variation in quality and access to care and will drive up standards across all providers.

**Designing and Developing the Strategic Commissioner for Kent & Medway**

During 2018/19 we have been working to co develop and design the future functions and form of a Strategic Commissioner, using the learning and insight from twelve Integrated Care System (ICS) vanguards across England. This work remains ongoing and will continue to evolve with input from system leaders and providers of health and care. Whilst the intention is to commence the transition arrangements from April 2019 with some key priorities, full transition and “go live” to the Strategic Commissioner and the transformation of the wider system architecture is not planned until April 2020.

The establishment of the Strategic Commissioner is not an isolated act. Further development and wider transformation of the system across Kent and Medway will be needed. Figure 2 provides an illustration of how national organisational forms used elsewhere could be applied to Kent and Medway.

Figure 2: Illustration of organisational forms and functions supporting a Strategic Commissioner



Input to the design and transition to future arrangements requires further engagement and the input and support of providers across the county. It is therefore intended to use 2019/20 as a year of continued engagement and to refine the organisational forms and functions as well as the operational arrangements of the Strategic Commissioner and Integrated Care System, Integrated Care Partnerships and Primary Care Networks.

## **Progress to date**

At a workshop in July the group considered prevention and local care aspirations at the local, Intermediate and Kent and Medway levels and how to address the combined financial gap. From this work it was agreed that the commissioning functions at each level should be summarised, draft terms of reference developed for a joint decision making committee and that work should be initiated on how the CCG functions and additional strategic functions can be delivered within reduced running costs.

In August the Kent and Medway Strategic Commissioner Steering Group chaired by the Clinical Chair of NHS West Kent CCG agreed that cancer services were the right subject to start working together on and that a Joint Committee to do this should be established. There is increasing recognition that more significant and faster progress in the development of commissioning and wider system integration is required.

Actions to date towards development of this function include:

- a Steering group of eight CCG chairs, Kent County Council representative, a Medway Council representative, CCG Lay members, the Accountable Officer for Kent and Medway CCGs and a Patient and Public Advisory Group (PPAG) representative are meeting regularly alongside the Governance Oversight Group tasked with the development of governance arrangements for Kent and Medway wide working
- the Director of System Transformation has been appointed. Simon Perks commenced his role at the beginning of October;
- an initial set of priorities have been agreed in principle, and will be discussed with CCG Governing Bodies;
- a draft governance framework has been developed to support the initial priorities and
- the development of the Operating Framework that will include the operational detail to the implementation of the strategic commissioner has been drafted.

## **Next Steps – co design process for system architecture**

During December, we will undertake a co-design process to explore the interface between the strategic commissioner function and integrated care partnerships which broadly looks at the development within the provider landscape.

The purpose of the initial session will be to engage system stakeholders in the development of an Integrated Care System in Kent and Medway and for commissioners to incorporate the feedback from this session and other associated inputs in the development of the Strategic Commissioning and Integrated Care System for Kent and Medway.

This will be the first of a series of sessions and we will be engaging more widely with stakeholders as the work evolves. A move to a Strategic Commissioner and the Kent and Medway system's readiness would need to be authorised by NHS England. The authorisation process is a formal process which requires the support of all Governing Bodies.