

Moving Forward Together

Proposal for a single South West London CCG

Healthwatch Croydon public meeting

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Moving Forward Together

A proposal for a single South West London CCG



All six local governing bodies have been considering a potential south west London CCG merger by April 2020 in line with the NHS Long Term Plan and aligned to our Croydon place plans

In September 2019, the six CCG Governing Bodies agreed the proposal and at a Committee in Common agreed the merger application that was submitted on 30 September. All six borough GP memberships voted in support during October 2019.



All CCGs want to make sure our people and functions are in the right place, at the right level and the right scale in the future

We will remain flexible in our approach to meet the needs of people in Croydon

- Full delegation to Croydon from SWL
- Croydon to decide what is better delegated back to SWL – for example specialised services, digital, estates or workforce
- Maximum decisions relating to local care will be made in Croydon
- Maximising benefits of scale across six CCGs
- Ensuring Croydon's voice is influential and heard at a SW London level
- The most devolved model in London

We believe there is a strong case for change



1. Evolution not revolution

2. Investment in 'Primary Care Networks' of GP practices – the building blocks to improve services

3. 20% management cost reduction whilst retain and enhancing local teams to support practices through these changes and new responsibilities

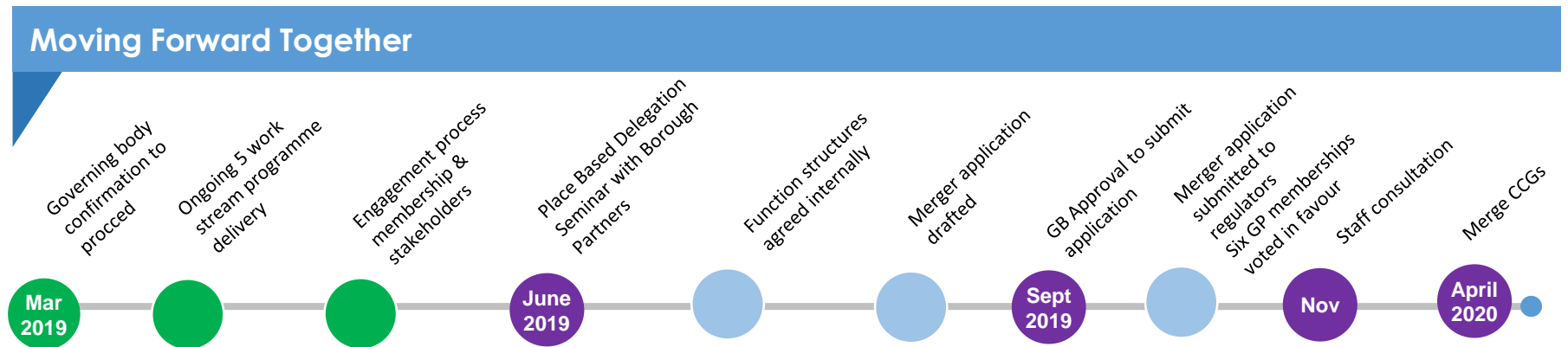
4. NHS Long Term Plan – collaboration rather than competition - end of purchaser/provider split – more resource to invest in frontline services. Reduce red-tape at local level and free-up resource

5. Full delegation of responsibility for planning locally, with strong clinical leadership, with budgets managed at SWL level by agreement where it makes sense to do so, with full delegation to boroughs – and boroughs to decide what is better delegated back to South West London

6. Take control of our future



High level timeline for the process



A picture of integrated health and care in South West London

Complex systems:

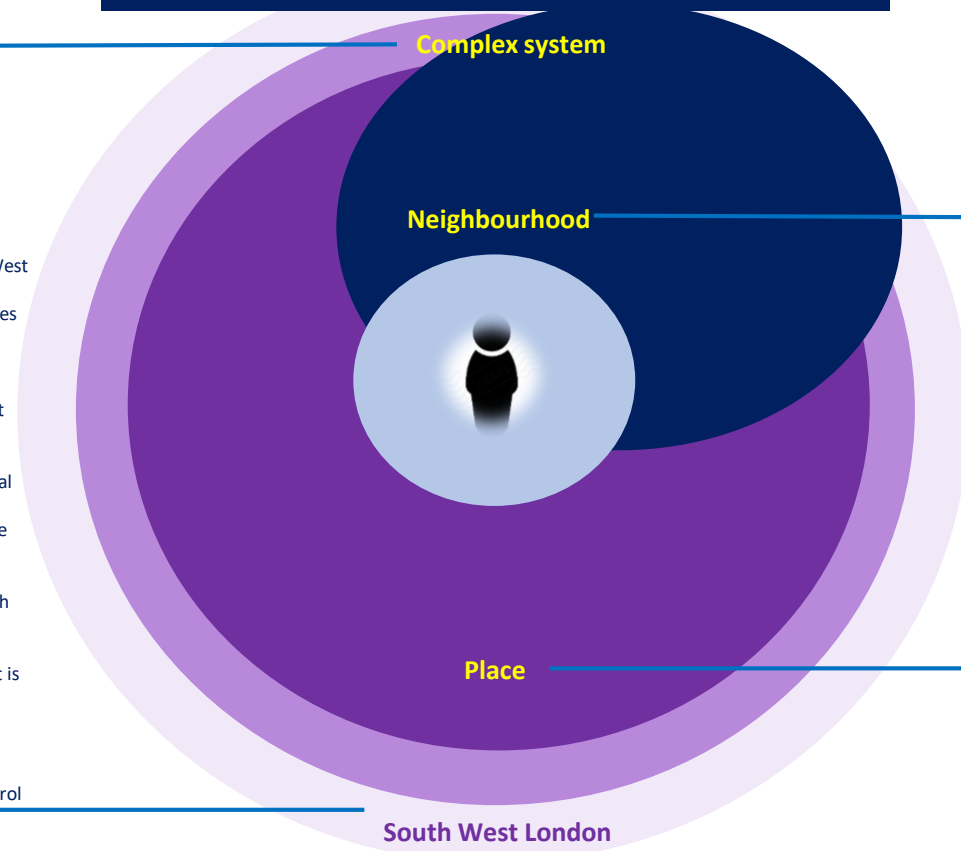
Partners working across multiple boroughs to:

- Set priorities for transformation of hospitals
- Redesign care pathways
- Define and drive collaboration initiatives

SWL System: South West London wide transformation

Partners working together across South West London to:

- Define and drive collaboration initiatives
- set the overall SWLHCP strategy, SWL wide transformation programmes and enabling strategies such as digital
- support transformation and delivery at borough level
- secure maximum investment into SWL boroughs e.g. through regional/national bidding
- maximise resources by working at scale when it is right to do so e.g. Estates strategy
- Ensuring business intelligence, research and best practice are used to improve care and services
- Collaborate at or beyond SWL where it is right to do so e.g. specialist services
- Provide assurance to NHS regulators regarding performance, finances and delivery across all levels in SWL
- Ensure delivery of "place" system control total



Complex system

Neighbourhood

Place

South West London

Neighbourhood: Primary Care network transformation

Partners working together around general practice neighbourhood level to:

- Define and drive collaboration initiatives
- deliver proactive, integrated care for populations of 30-50k people
- work with community, mental health and voluntary sector services
- strengthen primary care
- lead multidisciplinary services and teams around the person

Place: Borough level transformation

Partners in each borough working together to:

- Define and drive collaboration initiatives
- set the "place" strategy
- plan and implement local transformation
- ensure that the right care is delivered in the right place for local people
- ensure a strong focus on self care, health promotion and prevention
- Lead engagement with the public
- tackle the social determinants of health and reduce health inequalities
- integrate health, care and third sector services, where it is right to do so
- support local systems to be financially and clinically sustainable and ensure delivery of system control total

This diagram is a starter for 10 and will undoubtedly change as our system/s develop.

Benefit for Croydon of a single SWL CCG



Improving patient experience and quality

- Commission once for 1.3 million population to improve relationships with specialised NHS providers and have greater influence
- Develop more sustainable workforce, recruitment and retention strategies

Improving performance

- Cancer targets more effectively managed across south west London as a whole
- Consistent commissioning of maternity services
- Easier to work with LAS and NHS 111
- Pool limited specialist resources, reduce duplication and improve delivery of care

Improving finance

- Reduce governance and contracting structures
- Centralise limited specialist resources for example IT, estates, and workforce
- Invest in primary care development and strategy teams whilst still collectively delivering 20% running cost saving
- With £400m to £500m challenge across SWL, we must work together to manage risk

SWL CCG Governance – proposal



Current arrangement

CROYDON CCG GB

SUTTON CCG GB

MERTON CCG GB

WANDSWORTH CCG GB

KINGSTON CCG GB

RICHMOND CCG GB

From 1 April 2020



SW London CCG Governing Body

Membership

- Clinical Chair (Casting Vote)
- Accountable Officer (Voting)
- Chief Finance Officer (Voting)
- Lay Members (x3 Voting)
- Secondary Care Doctor (Voting)
- Nurse Member (Voting)
- Place Rep – Elected Clinical Reps (x6 Voting)
- Place Senior Managers (x4 Non-voting)
- Other Directors as Agreed (x6 Non-voting)

Delegation
both
ways

CROYDON Local Committee

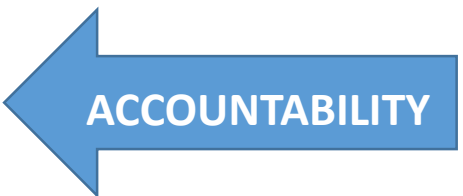
SUTTON Local Committee

MERTON Local Committee

WANDSWORTH Local Committee

KINGSTON Local Committee

RICHMOND Local Committee



CROYDON Local Committee

Voting members:

- **Clinical Chair (member of SWL Board) *elected***
- **GPs x 4 *elected***
- **Place Based Leader (attends SWL Board)**
- **Chief Finance Officer**
- **Chief Nurse**
- **Director of Strategy & System Transformation**
- **Director of Integrated Commissioning**

In attendance:

- **LA Executive Director - Health, Well-being & Adults**
- **Patient Independent Voice (Healthwatch)**
- **Director of Public Health**
- **LMC Officer**

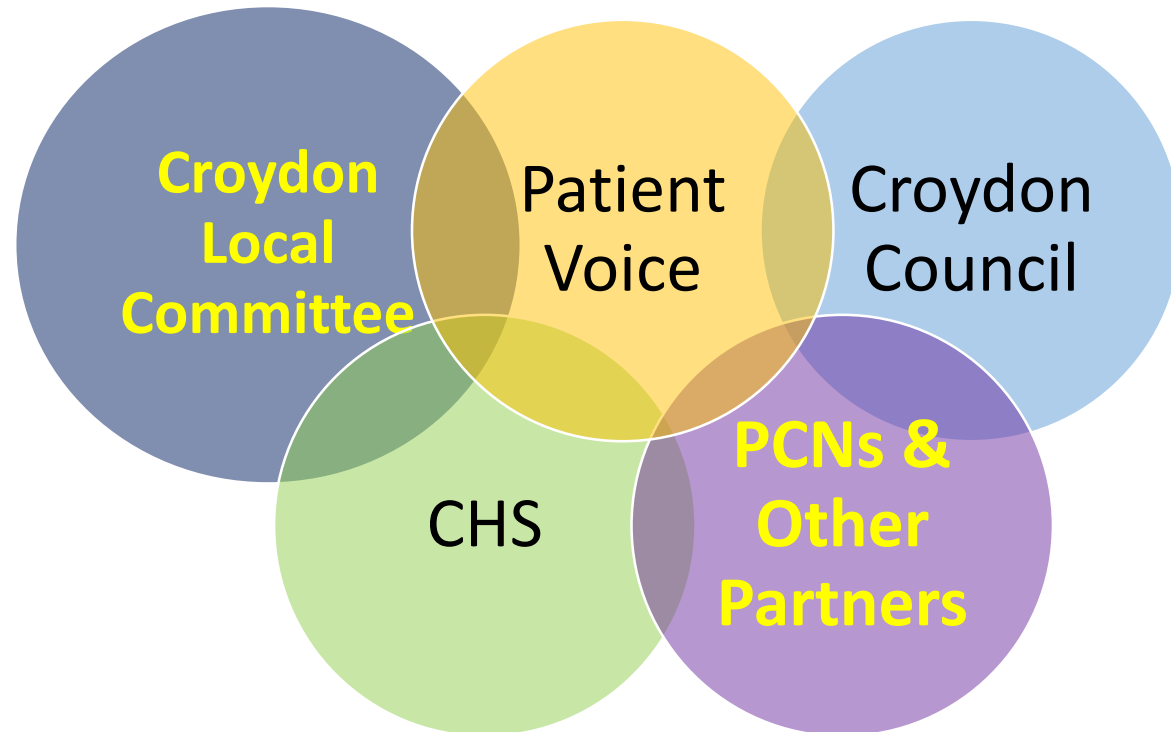
One Croydon Health and Care Board System Governance

Place based committees in common – in development

will build on the current Croydon Transformation Board



- Each individual organisational committee retains statutory responsibility on behalf of their organisation
- Croydon Place committee could have independent chair or local arrangements agreed with partners
- Croydon Health & Wellbeing Board and SWL CCG will have an oversight function for strategies and plans



Our journey to 'total place'

How we get there is for us to agree

- Place-Based committee
- Devolved budget
- Social care integration
- Including primary care and mental health
- ICN+
- Empowered communities
- Resilient neighbourhoods



The NHS is Croydon's biggest employer

- Strong sense of 'place' (65% staff local)
- Contributing to a wider vision of a regenerated Croydon
- Move from seeing patients as conditions to be fixed, to empowering and supporting people to live longer, healthier lives



Patient and public voice in new south west London and local borough governance arrangements

Principles for patient and public voice



The distribution of time, effort and representation of local people in governance at local and SWL level should reflect proposed 80/20 split between borough and SWL CCG for planning and delivery – i.e. concentration at place

Expectation of transparency in decision-making and local accountability to communities should be supported by meetings in public of decision-making committees

Representation of patient and public voices on a future SWL CCG should be managed so as to maintain a **clinically-led organisation**

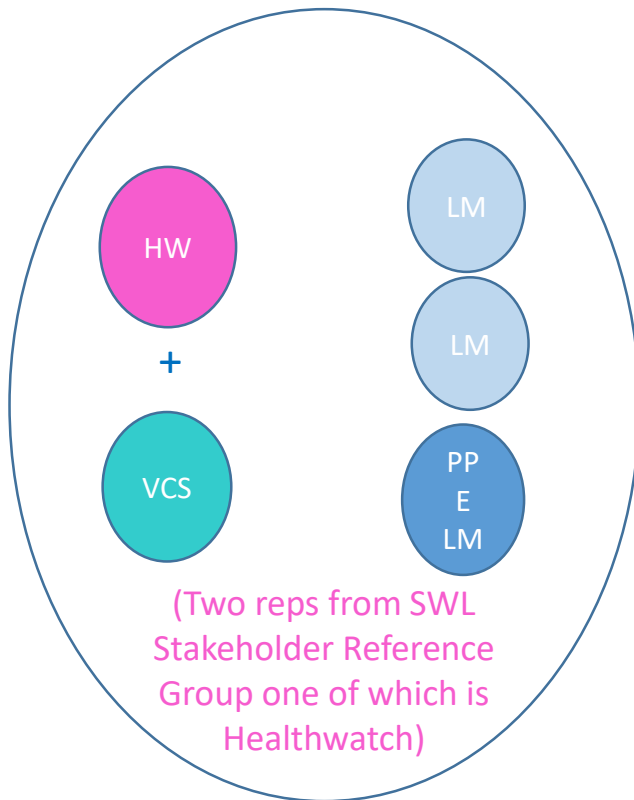
Important to preserve distinction between patient and public voice representation in the governance of an organisation and the activities of engagement

Pragmatic approach to patient and public voice drawn from ‘place’ or ‘professional’ – ie single voice from a borough, or single voice from a professional group

SWL CCG Governing Body

Healthwatch / CVS role at SWL CCG Governing Body

Support



Purpose

- Champion for patient and public perspective
- Ensuring expressed views count and unexpressed views sought
- Critical friend, bringing challenge to support better decision-making
- Representing patient and public interest rather than all boroughs or all six Healthwatch
- Flagging issues of particular local significance

What the role would involve

- Attending SWL CCG Governing Body
- Attending SWL Stakeholder Reference Group
- Actively maintaining borough and SWL networks and channels for staying in touch with a range of community interests and experience
- TBC: election/selection/rotation
- Review after 12-18 months

- Nominal payment
- Foresight of agendas and rehearsal of interests / issues via SWL Stakeholder Reference Group
- Pre-meets with lay member for PPI and Director of Communications and Engagement
- Provision to request representation by other SWL Healthwatch if issue affects local area specifically
- SWL Healthwatch network (meeting/virtual) - standing item: 'SWL CCG'
- SWL CVS network: could be reinvigorated – standing item: 'SWL CCG'

South West London Stakeholder Reference Group - outline terms of reference

SWL Stakeholder Reference Group

(Replacing current SWL PPESG)

Meets 6x/year (aligned to SWL CCG Governing Body schedule)

Chaired by lay member for PPI

Membership to include:

1-3 members from each Place Committee (HW+CVS+1 other)

SWL CCG Director of Communications and Engagement

Other members of SWL Programme Team (in attendance: eg Director of Strategy, Head of Engagement)

Supported by SWL communications and engagement team

- Stakeholder reference group for decision-making of SWL CCG and SWL HCP Programme Board
- Advisory role for engagement and communications at SWL level
- Reviews forthcoming agendas of SWL CCG Governing Body and SWL Health & Care Partnership (HCP) Programme Board
- Provides link between all Healthwatch (HW) & voluntary and community sector (VCS) representatives and nominated reps on the SWL CCG and SWL HCP Programme Board
- Feeds from/back to borough networks and discussions



Discussion