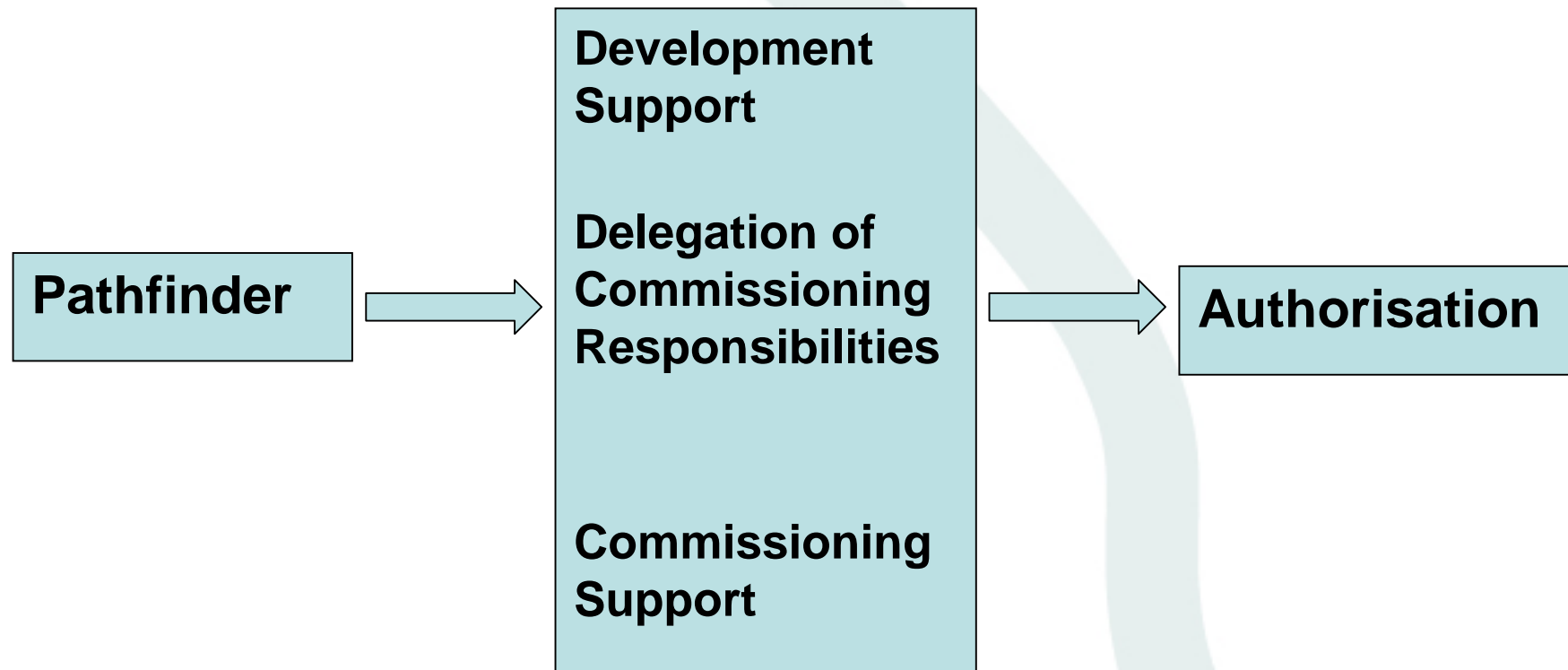


Update on Commissioning Development in London

- DEVELOPING SUCCESS

Dr Howard Freeman
Associate Medical Director, NHSL

The Road to Authorisation



38 Pathfinders cover the 99% of London's population





**ALL HAVE £2/HEAD OF
REGISTERED POPULATION**

ALL HAVE ALIGNED STAFF

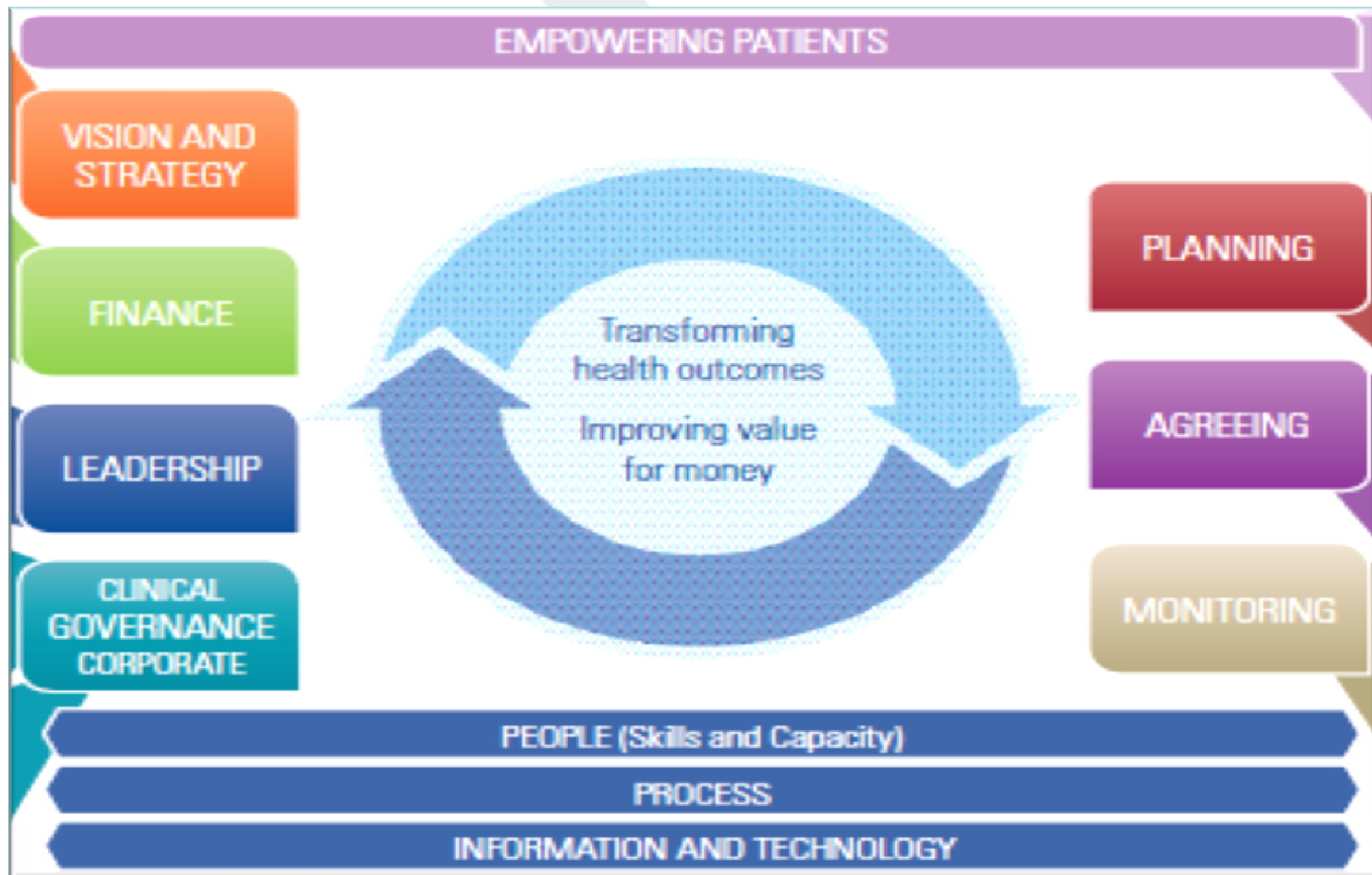
**OD DEVELOPMENT
FRAMEWORK**

DELEGATION



Development support

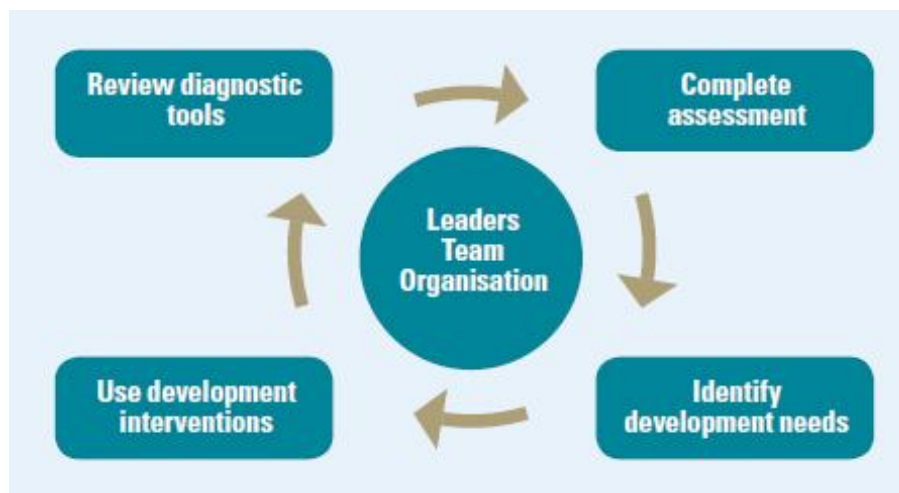
Pathfinder Development Offer



London Pathfinder Toolkit launched which includes a range of diagnostic tools and development approaches

The London development support offer and the London Pathfinder Toolkit

- Following a robust procurement process, NHS London has chosen 8 provider alliances to sit on the development support framework. All providers are expert in delivering leadership, team and organisational development
- Provider alliances from the London Leadership and Organisational Development Framework will support the pathfinder in implementing the Toolkit by:



- Using the team, leadership and organisational diagnostic tools – such as the London Pathfinder Roadmap – to support the pathfinder in assessing their progress to date
- Using the outcome of the assessment to create a developmental Roadmap for the pathfinder
- Implementing the development interventions outlined in the pathfinder's developmental Roadmap

Development Support – Provider Partnerships

- KPMG, London wide LMC Commissioning
- McKinsey, RCGP Centre for Commissioning, Ashridge Alliance for Clinical Commissioning
- Entrusted Health, Anados
- Capsticks
- Ernst & Young
- BDO
- Capita Business Services Limited
- PWC



Delegation of Commissioning Responsibilities

Why is delegation important?

- **Improving clinical and financial outcomes**
- **Learning by doing**
- **Building a track record for authorisation**

Delegation Process

Pathfinder and cluster agree clinical and financial outcomes the pathfinder wishes to be responsible for achieving and indicative timetable for further delegation

Pathfinder and cluster agree:

- Pathfinder Constitution
- Pathfinder Development Plan
- Establishment Agreement for Board committee
- Delivery agreement between pathfinder and cluster

Cluster assurance of readiness of pathfinder to assume responsibilities

SHA assurance of cluster delegation process

Cluster Board approval of delegation

Delegation to date and next steps

Trajectories for further delegation have been received and it is anticipated that 100% delegation should be approved by April 2012

PCT clusters <i>38 pathfinders in London</i>	Delegated Budget <i>London total approved by Boards and where process approved by NHSL is approx £4.2bn – circa 45%</i>
SWL (7 Pathfinders)	£1,544 million
ONEL (6 Pathfinders)	£303 million
NWL (9 Pathfinders)	£771 million
SEL (6 pathfinders)	£990 million
ELC (5 pathfinders)	£559 million
NCL (5 pathfinders)	£0 * Delegation planned for end November



Commissioning Support

Profound changes in 'commissioning support' are required to support the new system

Why is it important to have excellent commissioning support?

- Information to support good decision-making
- Freeing up time to focus on areas where clinicians will have maximum impact on outcomes
- Help control costs by achieving scale where that is appropriate
- Key element for authorisation

What does the commissioning support programme need to achieve?

- Meeting clinicians' needs
- High quality commissioning support at the right time, the right scale and the right cost
- Lower running costs than today
- Taking account of existing capability gaps, and filling them where possible

Commissioning Support – completed programme activities

- **Diagnostic phase:** worked with PCT clusters on their strengths and areas to improve
- **Market analysis:** started initial investigations into the market outside of the NHS, including LAs, identifying strengths and gaps
- **Economic analysis:** analysed costs of commissioning support across London to assess affordability if CCGs have a running cost envelope of £25
- **Strategic reflection:** leaders from pathfinders, clusters, NHS London and local authorities reflected on the information so far and its implications

Commissioning Support – current programme activities

- **Developing the NHS Commissioning support offer:** facilitating the emergence of three CSOs in London, supporting the delivery of key documents to the Department of Health between now and August 2012
- **Understanding the non-NHS offer:** building on the market analysis work to enhance our knowledge of non-NHS providers of commissioning support
- **Supporting CCG development:** preparing and enabling pathfinders to make informed choices for commissioning support, laying the ground work to enable informed decision making



GP Council

LONDONWIDE GP COMMISSIONING COUNCIL

- STARTING TO ENGAGE IN LONDOWIDE ISSUES
- SHARING GOOD PRACTICE
 - LONG TERM CONDITIONS
 - QIPP
 - CANCER NETWORKS
- PAN LONDON ISSUES

- 
- **CLINICAL COMMISSIONERS
DO NOT WANT TO RE-CREATE
PCT's**
 - **SO FAR HAVE HAD TO FOCUS
ON PROCESS**



CLINICAL COMMISSIONERS WILL DO IT DIFFERENTLY

- **GRIFFITHS GONE**
- **CLINICALLY LED**
- **OUTCOME FOCUSED**
- **POPULATION BASED ON
PRACTICES BUT INCREASINGLY CCG**



**CURRENTLY WORKING TO PRODUCE
COMMISSIONING STRATEGY PLANS (CSP)**

**A LITTLE EARLY TO TALK
ABOUT SPECIFICS**