

5th September 2018

NHS Trust Chief Executives
Independent Sector Providers
Voluntary Sector Providers
Primary Care Providers

Dear Colleague,

I am writing to inform you about Sandwell and West Birmingham CCGs future commissioning intentions. As a contract holder you will be interested to know how the CCG plans to commission both strategic and local services, in particular, how the CCG will commission a local Integrated Care System (ICS) for Sandwell and Western Birmingham.

The CCG is a member of two Sustainability Transformation Partnerships (STPs) and as such, it is committed to delivering the aspirations of both STPs. The strategic approach of each STP is different but there are clear commonalities, the desire to improve the health outcomes of the population and redesign services around the needs of local people.

In addition to being a member of two STPs, the CCG is also a partner in two Better Care Funds which are formal joint commissioning arrangements between health and the local authorities. These partnership arrangements are very important to the future sustainability of health and social care, and the future commissioning of an ICS for Sandwell and Western Birmingham. For example, the Sandwell Better Care Fund is currently redesigning and re-profiling community intermediate care and enhanced assessment support, with the intention of providing an improved integrated model of care, delivering better outcomes.

The CCG is developing a Sandwell and Western Birmingham Outcomes Framework which will set future trajectories for the improvement of health outcomes for its population. Partners have been engaged in the early stages of the design of the framework, further refinement is required before the CCG can publish the final framework.

It is the CCGs intention to use the Sandwell and Western Birmingham Outcomes Framework to commission, with partners, an integrated care system (ICS) for our population. The CCGs aspiration is that the provider market will form an integrated care partnership, enabling the CCG to issue a long-term capitated contract.

Towards this end, the CCG has developed a partnership with Sandwell and West Birmingham Hospitals NHS Trust called the 'Health Lives Partnership', and it has supported the development of local Primary Care Networks. It is hoped that other providers will join this work with the intention of being part of a formal integrated care partnership.

The CCG is scoping the options for the development of a procurement framework to enable the issue of an Integrated Care Partnership Contract in April 2020. The CCG would prefer to issue one capitated contract covering the whole of its population however, some of the services it commissions are done so via joint commissioning arrangements and it requires

partners to agree to the proposed approach. If the CCG is unable to secure its partners participation it will incrementally commission bundles of services with the intention it will finally form a full capitated budget by 2021/22.

During the remainder of 2018/19 the CCG will also continue to work with partners, the strategic commissioning capability to deliver the STP programmes; personalisation (personal health care budgets), mental health, transforming learning disability care, children's services, maternity and General Practice Forward View (GPFV).

Personalisation

The Black Country STP has been successfully selected as a Demonstrator Site for Personalised Care and Support (PCS) by NHS England (NHSE). Personalised Care relates to a number of interventions. These include:

- Health coaching
- Patient Activation Measures
- Peer support
- Personal Health Budgets (PHB)
- Social Prescribing
- Self-management education
- People with a personalised care and support plan

As a member of the programme, the CCG has made a commitment to increase the number of continuing health care patients receiving a Personal Health Budget from the 1st April 2019. It is the CCGs intention to increase the number of people benefiting from PHBs and wider personalised care and providers are encouraged to actively seek opportunities to increase personalised care and support for patients when reviewing any pathways of care. The CCG envisages personalisation as being a key deliverable by the future Sandwell and Western Birmingham ICS.

Mental Health

At a strategic commissioning level we intend to continue to deliver the priority actions from the Mental Health Five Year Forward View, to develop a CORE 24 offer and ensure consistency of delivery in our acute hospital settings. By 2019, the STP will have a clear cases for the development of NICE concordant services for the identification, assessment and treatment of people with personality disorders and neurodevelopmental conditions.

At a local level the CCG intends to integrate mental health within the ICS model of care. In doing so, there is an expectation the voluntary sector, primary care, community services and secondary care will work together to deliver demonstrable improvements in access and treatment. The CCG will use the Sandwell and West Birmingham Outcomes Framework to set realistic trajectories for improvement in patient health outcomes.

Transforming Learning Disabilities Care

As a member of the Transforming Care Partnership (TCP) the CCG is committed to improving the lives of people with learning disabilities. As part of this programme the CCG will continue to work with partners to redesign how and where services are provided, to ensure there is an enhanced community service offer for people with learning disabilities and/or autism.

The TCP will continue to develop alternative services to reduce long-term hospitalisation of people with a learning disability, autism or both. The aim is to reduce premature mortality, by improving access to health services, education and the training of staff, and by making necessary reasonable adjustments for people with a learning disability and/or autism.

Cancer

The focus for Cancers in 2019/20 will be the commissioning and implementation of the rapid assessment and diagnostic pathways for lung, prostate, colorectal and upper GI cancers, in line with the National Ambitions for Cancer. This will ensure that the Government's 2020 target for a definitive diagnosis of Cancer by day 28 can be met. Supporting this will be the commissioning of stratified follow up pathways for breast, prostate and colorectal Cancer. This strengthens the CCGs aims to ensure earlier diagnosis and prevent breaches.

The CCG will continue to commission other activities that support earlier diagnosis of Cancer through a multi-agency approach and will endeavour to address the issue of breaches both locally and at an STP level.

Following completion of the integrated 'Living with and Beyond Cancer Strategy', identified commissioning activities will be undertaken to ensure integrated person-centred, equitable, local support for all people living with and beyond cancer, their carer's and significant others across the whole cancer care community in the Sandwell and West Birmingham footprint.

Integrated Urgent Care

The CCG is the lead commissioner for integrated urgent care. On behalf of the partnership, the CCG will deliver further integration of Ambulance, 111 & GP OOH services to provide timely, appropriate care for patients with the most urgent need and ensure alternative services are seamlessly accessible.

During 2019/20, the Clinical Assessment Service will be expanded in order to maximise clinical input, ensuring patients receive care from the right place, first time. As part of these developments there will be an increase in 'consult and complete' and improved utilisation of technology so front line clinical staff have access to generalist and specialist clinical support, thereby minimising onward referrals.

Children's Services

The CCG commissions children's services in West Birmingham in partnership with Birmingham and Solihull CCG (BSOL). The BSOL STP has a Birmingham wide children's programme the associated commissioning intentions will be confirmed shortly.

The CCG commissions children services for Sandwell and it intends to incorporate local service provision into the proposed Sandwell and West Birmingham ICS. Prior to the procurement of the ICS, the CCG plans to review children's community services including access to equipment. The CCG also plans to work with providers and commissioners to explore the development of a system response to support children with autism/LD that present with behaviours that challenge.

Over the next year the CCG will work with providers to continue to implement the CAMHS local transformation plans. The plans include:

- Reviewing the capacity and capability of LD Nursing and LD Psychiatry to support transforming care agenda for Children and Young People
- Implementing core Black Country CAMHS service specification
- Working collaboratively with partners to increase access for those suffering with emotional wellbeing and mental health through improving point of access.
- Implementing new performance metric that provides local assurance against access targets

Maternity Services

The successful delivery of the Black Country Local Maternity System plan requires commissioners and providers to work together to reduce unwarranted variation in care for patients. The CCG, working with our local provider would like to address the following; improving access to smoking cessation, breast feeding support, the formation of a plan to address the findings of the 'Birth rate Plus exercise', implement the perinatal mortality tool and the exploration of the consequences of recommissioned Children's Centres within West Birmingham.

General Practice Forward View

By March 31st 2019, the CCG would have committed £1.7 million of General Practice Forward View (GPFV) transformational funding to deliver the aspirations set out in the GPFV. The investment programme has supported the development of Primary Care Networks (PCNs), the introduction of new technology to improve access, structured development of the primary care workforce and the introduction of new roles.

The CCG is awaiting guidance relating to future GPFV funding and once it has clarity about future allocations and the process for securing funding, it will communicate it to member practices via routine communication channels.

In addition to the GPFV investment, the CCG invests in excess of £10 million in primary care services via the Primary Care Commissioning Framework. From April 2019, Practices wishing to deliver the PCCF will be required to be a member of a Primary Care Network.

At the time of writing this letter, the CCG is unaware of the future planning requirements therefore providers are asked to accept this letter in good faith. The planning guidance is usually issued towards the end of quarter three. The guidance will set out the STP/CCG requirements for submitting future commissioning plans, achieving outcomes/outputs and delivering a system control total. Within the submission, the CCG will set out finer details of its commissioning intentions, in particular the timeframe for moving towards a Sandwell and West Birmingham ICS by 2020.

If you have any queries regarding the contents of this letter please contact Sharon Liggins, Chief Officer for Strategic Commissioning via 0121 612 2833 or sliggins@nhs.net.

Kind regards,



Mr Andy Williams
Accountable Officer