



Update for outer north east London Health Overview and Scrutiny Committee

**Jane Milligan - Accountable Officer,
NHS North East London Commissioning
Alliance**

Jane Milligan – accountable officer

Who am I?

- Have worked in the NHS for over 30 years
- Originally a chartered physiotherapist
- Executive Lead for the East London Healthcare Partnership (NEL STP)
- Co-chair of the Mental Health Transformation Board for London, part of the Healthy London Partnerships Programme

My role

- I am the accountable officer for each CCG individually, and a member of each governing body.
- I provide clear system leadership and coordinate the work of CCGs to achieve the ambitions of the new system - and support the very strong desire to build sustainable local accountable care systems in north east London.

Developing new commissioning arrangements in north east London

- The seven clinical commissioning groups in north east London are working together where it is in the best interests of patients to do so
 - City and Hackney CCG
 - Barking and Dagenham CCG
 - Havering CCG
 - Newham CCG
 - Redbridge CCG
 - Tower Hamlets CCG
 - Waltham Forest CCG
- Collectively known as the NHS North East London Commissioning Alliance
- Aim to harness the benefits of greater collaboration across the system with CCGs, NHS organisations, local authorities and the voluntary and community sector working closer together.

Working together as commissioners

- Need to ensure that commissioning is truly integrated around local people and will significantly improve both services and health outcomes, including:
 - Developing prevention and self-care
 - Better primary and community services so that services are closer to home
 - Demand and capacity planning across hospitals
 - The role of specialised health services (from 2019/20)
- Working together means reducing fragmentation and duplication by adopting common approaches, and doing things once where it is appropriate and beneficial to do so.

Developing the Alliance

- Looking at opportunities to further collaborate and do some things once across the Alliance to improve efficiency and effectiveness
- Looking at our structures and functions to make sure we are working as smartly and efficiently as we can
- Finalising our plans for a new Joint Commissioning Committee (JCC) – to consider strategic functions that need to take place at a north east London level and discuss items common to all CCGs as well as look to align all our commissioning strategies such as urgent care, and undertake some direct commissioning of services. The JCC will run in shadow form until end of March 2018, from April it will be a formal committee held in public.

Boroughs are key

- **Individual CCGs remain legally responsible for the delivery of their responsibilities and joint commissioning with local authorities – the Alliance arrangements do not change this**
- Most CCG activity is taking place at the borough level
- Each CCG (or cluster of CCGs, in the case of BHR) will have a managing director who reports to the accountable officer. They will provide local senior leadership and support as well as contributing to the wider development of the new commissioning arrangements across NEL
- In **Barking and Dagenham, Havering and Redbridge** this is Ceri Jacob (from April, Conor Burke is acting MD until then)
- In **Waltham Forest** recruitment is underway, and Jane Mehta is acting MD until an appointment is made.

Support for the Alliance

- Les Borrett (ex Waltham Forest CCG) is acting Director of Strategic Commissioning. He will:
 - ensure that the transformation programmes across north east London are aligned
 - deliver the Alliance's ambitious improvement plans
 - lead on making sure the national commissioning planning requirements are met including needs assessments and demand and capacity planning - and that these are underpinned by robust commissioning and contracting
- Looking to recruit an chief financial officer, who will oversee and coordinate finance across the Alliance
- The other former accountable officers are working as special projects directors leading on key Alliance-wide areas of work.

What does this mean for patients and the public?

- For patients: a more joined up, efficient, consistent, local NHS with improved pathways and care
- A key strand of work is developing how we work with patients and ensure their views are at the heart of our commissioning.
- Build on what works already and the existing systems and processes that are in place - recognise the importance of local networks and engagement at a local level
- Each borough is unique – recognise that a once for north east London approach will not work for everything.

What does this mean for the East London Health and Care Partnership? (NEL STP)

- The Sustainability and Transformation Plan sets out how local health and care services will transform and become sustainable by 2021, building and strengthening local relationships and ultimately delivering the vision of the NHS Five Year Forward View
- ELHCP reps are part of the Alliance senior management team, so we can deepen and build the links between the Partnership and commissioners
- Working together will support the development of accountable care systems across east London.
- Help to work between organisations at east London level to establish a consensus about what is done at each 'level' of the system: borough, WEL/BHR, ELHCP and London-wide.

Accountable care systems in NEL

Barking and Dagenham, Havering and Redbridge

- working to fundamentally change the way in which the health and care system works by pooling budgets and sharing resources to produce better health and wellbeing outcomes for local people.
- local authority and health commissioners will be jointly accountable for the health and wellbeing of the local population, setting the high-level strategic outcomes for their defined population.
- Local authority and NHS providers of services, including hospital, community and GP services, will work together in an alliance to provide health and care services in the most appropriate way for local people.

Waltham Forest

- borough based ACS in development with a distinct borough-based logic
- working across WEL to make sure we do not duplicate or lose any learning
- borough leads are working collectively to identify areas where a single approach across WEL would be beneficial.

Finances

- There are no plans to facilitate money being moved from one CCG area to another.
- This is an opportunity to look at the potential to share financial risk where appropriate and in the best interests of patients.

What we've been working on

NHS111 – recently announced the first joint commissioning contract to be awarded by the Alliance - the contract for the new integrated NHS 111 and clinical assessment service. The service aims to improve our urgent and emergency care services across NEL, providing a better service to local people when they need it most.

Stocktake across all CCGs - looking at CCG structures and functions, financial arrangements and position, the overarching commissioning strategies and approaches and the management of quality and performance, as well as corporate functions, so we can:

- identify good practice for sharing and learning across CCGs
- identify opportunities to collaborate and do things once across NEL.

Looking ahead

- Looking at national annual commissioning planning guidance (due to be published shortly) as an Alliance. This sets out what we need to do for 2018/19 around finances, QIPP (Quality Innovation, Productivity and Prevention), assessing local needs and our demand and capacity planning for services.
- Working with NHS England (London) as our regulator to agree the level of assurance we need to provide, once at a NEL level, which should release resources and people across all our CCGs.