

HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE

18 AUGUST 2020

KENT AND MEDWAY CLINICAL COMMISSIONING GROUP UPDATE

Report from: Wilf Williams, Accountable Officer, NHS Kent and Medway CCG

Author: Mike Gilbert, Executive Director of Corporate Affairs, NHS Kent and Medway CCG

Summary

At previous meetings, the Committee considered reports on the development of an Integrated Care System (ICS) across Kent and Medway and the establishment of a single Kent and Medway Clinical Commissioning Group (CCG) from April 2020. This report provides a summary update on the CCG establishment.

1. Budget and Policy Framework

1.1 Under the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 the Council may review and scrutinise any matter relating to the planning, provision and operation of the health service in Medway. In carrying out health scrutiny a local authority must invite interested parties to comment and take account of any relevant information available to it, and in particular, relevant information provided to it by a local Healthwatch. The Council has delegated responsibility for discharging this function to this Committee and to the Children and Young People's Overview and Scrutiny Committee as set out in the Council's Constitution.

2. Background

2.1 **CCG Establishment**

As highlighted in previous meetings, the NHS Long Term Plan sets an expectation that integrated care systems will be established across the country by April 2021 and that each system will need a streamlined commissioning framework to facilitate delivery of improved health and well-being outcomes. In particular, CCGs are expected to become leaner, more strategic organisations that support local care providers (through integrated care partnerships) to work collaboratively to improve population health, enable local service redesign and implement the requirements of the Long Term Plan.

- 2.2 Within Kent and Medway, health and social care partners firmly support this direction of travel and believe that the establishment of a more streamlined system with a single CCG will enable improvements at scale, led by clinicians and professionals from across the patch, backed up by local service design and delivery through partnership. The recent Covid pandemic has enforced this view and in many respects accelerated joint working.
- 2.3 The Kent and Medway CCG and replaces the eight former CCGs which were disestablished on 31 March. The CCG has been established on the basis that it will enable Kent and Medway to:
- strengthen the focus on righting health and well-being inequalities across the system. This will be achieved by understanding the needs of our whole population, developing a set of consistent outcomes for ICPs to deliver in ways tailored to their local populations, and where appropriate commissioning care services that deliver at scale.
 - overcome the fragmentation that undermined previous structures.
 - offer consistent support to primary care networks and the four emerging integrated care partnerships¹, enabling them to develop quickly and play their full part in the new health and care system.
 - take on some of the assurance and regulatory functions currently delivered by NHS England and NHS Improvement.
- 2.4 Medway Council continues to be actively involved across the system transformation work at a number of levels.

3. The new CCG

- 3.1 The Kent and Medway CCG was established on 1 April 2020 against the backdrop of the peak of the Covid-19 pandemic. During March the whole health and care system turned its attention to responding to this unprecedented incident, the full impact of which continues to be the primary focus for all partners today. During the whole of this period the Kent and Medway CCGs/CCG have been at the forefront of coordinating the effort on behalf of the NHS. This continues as we move in to the 'restart' phase, bringing services back on-line within a new business as usual environment; and prepare for a potential second wave pandemic, EU exit and prepare for winter.
- 3.2 Notwithstanding the huge shift in resource and focus in responding to the pandemic, business continuity arrangements meant that the new CCG was effectively established on 1 April without any concern. Whilst the pandemic inevitably impacted on the establishment plans, particularly relating to the post-April organisational development programme, the CCG has been able to maintain core corporate business throughout: the inaugural Governing Body meeting was held (virtually) on 2nd April and has continued to meet monthly

¹ The four emerging ICPs are Dartford, Gravesham and Swanley ICP, East Kent ICP, Medway/Swale ICP, and West Kent ICP

since then; all of the main Committees of the organisation have been established and all core corporate policies, procedures and systems are effectively in place.

- 3.3 Appointments to all but one² of the executive director posts have been made and the restructuring of the rest of the organisation is currently underway, with a focus on shifting a large element of the staffing resource to face towards the emerging four local ICPs.
- 3.4 Whilst strategic objectives for the new CCG will take time to develop, in parallel to the ICS refreshing their long term shared objectives, initial priorities for the organisation have been developed. These inevitably include a focus on the post Covid restart programme which will likely drive the whole system priorities for the short to medium term. The immediate CCG priorities are:
- a. ensuring the CCG is resilient and is able to support and respond to Covid-19, EU exit and winter pressures
 - b. restarting and reshaping our services, learning from the Covid-19 response, building on the positive gains that have resulted and focusing on the enablers to deliver this: technology, workforce and estate
 - c. with our partners, focusing on health improvement by developing our population health approach to improve the health and wellbeing of our communities
 - d. building and developing relationships and ways of working with our people, partners and communities
 - e. restarting the larger system transformation programmes
 - f. developing Kent and Medway as an integrated care system
- 3.5 The slide deck at Appendix 1 outlines the CCG operational business model that supports delivery of the above priorities.

4. Risk management

- 4.1 There are no material risks arising from this report that will impact on the Council's ability to achieve its strategic objectives and enhance the value of services it provides to the community.

5. Financial implications

- 5.1 There are no financial implications to Medway Council arising directly from this report.

² Director of Digital Transformation currently being recruited

6. Legal implications

6.1 There are no legal implications to Medway Council arising directly from this report.

7.1 Recommendation

7.1 The Committee is asked to note and comment on the report.

Lead officer contact

Mike Gilbert
Executive Director of Corporate Affairs
NHS Kent & Medway CCG
mikegilbert@nhs.net

Appendices

Appendix 1 - CCG Operating Business Model

Background Papers

None.