What is commissioning and how is it changing?

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What is commissioning?

Planning, agreeing and monitoring services, including...

- Determining needs of a population
- Defining priorities
- Service specification
- Negotiating and agreeing contracts
- Monitoring service quality and ensuring contract standards are met
What does the commissioning system look like?

- **National**
  - DH
  - Since 2013
  - NHS England

- **Regional**
  - SHAs

- **Local**
  - PCTs
  - CCGs

**Service providers**

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Ideas that change health care
Who is responsible for commissioning?

- 152 local authorities
- 152 health and wellbeing boards
- 207 clinical commissioning groups
- 5 NHS regional teams
- 6 commissioning support units

Statutory commissioners
Supporting/co-ordinating bodies

Adapted from Naylor et al (2013). CCGs: supporting improvement in general practice?
Clinical commissioning groups (CCGs)

• 207 CCGs across England

• Commission most NHS services including urgent and emergency care, acute care, mental health and community services.

• Responsible for approximately two thirds of the total NHS budget

• Membership bodies - local GP practices as the members

• Led by an elected governing body made up of GPs, other clinicians and lay members

• They work closely with NHS England, which is responsible for assuring CCGs, and supporting them to develop

£73.6bn 2017/18
NHS England regional teams

• 5 NHS England regional teams: North, Midlands and East, London, South East, South West

• Directly commission:
  • **Specialised services**, such treatments for rare cancers, renal dialysis, neonatal services
  • **Primary care**, including GPs, pharmacists and dentists
  • **Some public health services**, eg screening programmes
  • Some other services – eg for people in prisons

£25.4 bn in 2016/17
Local authorities

• 152 local authorities

• Commission **many public health services** including sexual health services, health visitors, school nursing and addiction services

• Commission **social care services** for older people and for those of working age
Other bodies involved in commissioning

**Health and Wellbeing Boards**

- Formal committees of local authorities that **bring together local authority and NHS representatives**
- Very limited formal powers - **partnership forum** rather than an executive decision-making body

**Six commissioning support organisations**

- Provide a range of support and services to CCGs and NHS England
- This includes **finance, HR services, contract management, and procurement**
How is commissioning changing?
How is commissioning changing?

Co-commissioning

- Most CCGs now have a role in commissioning general practice
- CCGs are also taking on some responsibility for commissioning specialised services
How is commissioning changing?

Joint or integrated commissioning

- **CCGs increasingly working together** – some are sharing management structures and CEOs
- Many **CCGs and local authorities are working together** to support more integrated health and social care
**Example of CCG joint working**

- **8 CCGs:** from 4 neighbouring counties have some joint commissioning arrangements, e.g. 111, ambulance services, patient transport, some mental health services.

- **3 CCGs:** jointly commission from main local acute provider and some community services. Have shared staff resource for this.

- **2 CCGs:** share posts, share strategic plans, pooled running cost budget, close working arrangements.

- **24 CCGs:** make some joint decisions on buying support services from local commissioning support unit.

- **5 CCGs:** work together on health and wellbeing board and county-wide commissioning strategies such as child and mental health.
How is commissioning changing?

Sustainability and Transformation Partnerships

• 44 STPs
• Average population is 1.2 million people
• Bring together CCGs, NHS England, providers, local authorities and others
How is commissioning changing?

Integrated Care Systems

• 8 shadow ICSs identified, plus two devolved systems

• “‘evolved’ version of an STP that is working as a locally integrated health system”

• Commissioners, providers and others taking shared responsibility for collective resources

• More autonomy
Thank you

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