

**The Future of Erewash, Hardwick, North Derbyshire and Southern Derbyshire NHS Clinical Commissioning Groups**

# **Consultation document**

**25 July – 14 August 2018**



## About this consultation

NHS commissioning in England is the process of planning, buying and monitoring health services.

NHS Clinical Commissioning Groups (CCGs) have been responsible for planning, paying for and monitoring local health services since April 2013.

The organisations combine the expertise of local clinicians including family doctors (GPs) nurses and NHS managers; putting local doctors and nurses at the very heart of deciding what health services to provide, where and how.

This consultation is to seek your views on options for changing the way NHS commissioning is arranged in Derbyshire.

It will run from 25 July 2018 to 14 August 2018.

The four commissioning organisations in Derbyshire are:

- NHS Erewash Clinical Commissioning Group
- NHS Hardwick Clinical Commissioning Group
- NHS North Derbyshire Clinical Commissioning Group
- NHS Southern Derbyshire Clinical Commissioning Group

## The areas the CCGs cover are:



## What is not included in this consultation?

This consultation is specifically about the future of NHS commissioning arrangements in Derbyshire.

It is not a consultation regarding any other NHS organisation, or NHS funded health services, and does not affect hospital or primary care (GP) services.

## What are the current arrangements?

There are four separate CCGs in Derbyshire. When they were set up in April 2013 each one was a legal entity with its own constitution, Governing Body, Chief Executive Officer (or Accountable Officer) and executive team.

In 2016 extensive discussions took place between the four Governing Bodies about the potential to join up functional arrangements across the CCGs to provide efficiencies and increase capacity in several key areas. This led to a decision by the four CCG Governing Bodies to develop a single executive management structure and joined up working arrangements which started in the autumn of 2017. However, despite the joint working arrangements there are still four separate CCGs standing as legal entities with their own constitutions, Governing Bodies and Chairs but with one Chief Executive and one executive team for Derbyshire.

All members of staff are employed by their respective “home” CCG but all staff are working on a cross Derbyshire basis. This was the first step towards looking for the CCGs to formally merge and create a single CCG for Derbyshire with the additional efficiencies that this brings.

## Why change from current arrangements?

The Derbyshire health and care system is currently facing a significant financial challenge and the purpose of the four CCGs working together has been to maximise efficiency and consistency in commissioning terms.

The Derbyshire Sustainability and Transformation Partnership (STP) has set a clear plan and direction for the next five years. It is vital that CCGs have a clear voice, a unified approach and the ability to work at scale to fulfil their role within the STP.

The concept of “Place” is central to the STP plan for Derbyshire. “Place Alliances” are being established with an objective to empower people to live a healthy life for as long as possible through joining up health, care and community support for communities and the people who live within them.

Having a strong voice and unified approach will ensure that the CCG’s responsibility to meet the needs and expectations of the diverse population of Derbyshire, particularly regarding health and wellbeing, health inequalities, the performance of providers and financial balance, can be met.

## Lessons learned from our engagement

Our engagement with key partners and stakeholders across Derbyshire is telling us that the following are important objectives for the future of CCG arrangements:

- The increased value to patients by commissioning in a more effective manner.
- The need to seek efficiencies in the costs of commissioning.
- The recognition that CCGs across the county would benefit from working together.
- The recognition of the emerging role of the STP and the need for CCGs to own its commissioning strategy.
- The need to review and refine commissioning approaches around “place” keeping the focus on local need.
- Financial balance across the health and care system.
- Equitable access to services for all patients across our diverse population.
- A more sustainable local NHS.
- Better integration with the local authorities, especially for social care and preventing poor health outcomes.
- Consistency of commissioning, planning and personalisation of care for patients across Derbyshire.

## Options for CCGs in Derbyshire

There have been two options identified for the future which have been developed and refined from engagement with our key partners and stakeholders.

The following criteria need to be delivered whatever decision is made:

- Streamlined governance processes which enable rapid decision making
- Efficiency gains which will facilitate the drive towards financial balance
- A unified organisational structure which supports the development of local delivery or “place”

### **Option one - four CCGs for Derbyshire with a single management team and joint working arrangements along with joint governance processes and committees.**

This arrangement means that the CCGs would retain their current working arrangements, i.e. retain four separate CCGs together with their statutory responsibilities and constitutions. The single management team would remain, working to four separate Governing Bodies. Each would be required to maintain

responsibility for their own geographical areas, whilst contributing to and participating in joint working arrangements covering Derbyshire-wide priorities. The Governing Bodies would continue to meet as a Committee in Common every other month, where decisions are taken together. However on alternate months they meet separately and there is therefore potential for different decisions to be reached.

The arrangement would require the CCGs to continue to have to take decisions through the four statutory Governing Bodies which requires four sets of resource to facilitate. It would also mean that CCGs would not have the ability to make and implement decisions with the pace that is required to meet our financial challenge as the Governing Bodies take place at different times throughout each month.

The vision which aligns with the Sustainability Transformation Plan for Derbyshire (Joined Up Care Derbyshire) is focused upon the “One Derbyshire” approach and whilst the CCGs could deliver the vision for the local Place based commissioning, it is felt that having four CCGs, each with a local focus would limit the Derbyshire wide vision from being achieved.

Overall it is felt that Option 1 would be a backward step for Derbyshire in terms of being able to fulfil the role and commission joined up health and care services for the public and patients in a way that maximises the spend of the Derbyshire NHS £pound.

## **Option two - a full functional organisational merger - one single Derbyshire commissioning approach and management team.**

### **This is our preference.**

The governing body of the four CCGs have considered the possible alternatives and agreed that option two, creating a single commissioning organisation by April 2019, gives the best possible opportunity of achieving our strategic objectives and addressing our financial challenge.

This option would mean a single CCG, with one management team, one governing body and one set of statutory duties for the whole of Derbyshire. The arrangement would be stable and permanent, aligning to existing local authority health scrutiny and health and wellbeing board arrangements in Derby and Derbyshire.

This option would require the CCGs to design and implement new statutory governance arrangements. It has been identified that this arrangement would be significantly more sustainable and it would further reduce some of the costs through removing duplicate commissioning across the Derbyshire footprint but retaining the local needs through local Place commissioning.

Providers would be required to deal with a single commissioning organisation rather than 4 which would release resource in those organisations, and a single approach to contracting, monitoring and performance would drive up quality in those services.

For patients, the CCGs would expect to see a reduction in variation of access to service and to ensuring consistency of quality through a single set of commissioning, monitoring and decision making processes.

This option offers the best opportunity to address the financial deficit position in Derbyshire and provides a single legal entity for providers and local authorities to engage with. The development of Place Alliances would also ensure that we retain the localism that we know people value.

## What are we consulting on?

We are consulting to ask for views on the proposed changes to the NHS commissioning organisations in Derbyshire. We have presented two options and have outlined why option two is our preferred option.

We have launched a short online survey to allow us to understand what people think about our proposals. To access this survey please click on this link:

[https://www.surveymonkey.co.uk/r/CCG\\_merger\\_consultation](https://www.surveymonkey.co.uk/r/CCG_merger_consultation)

**The survey will be open from 25 July to 14 August 2018.**

## Consultation events

We are holding public events in Derbyshire, so that local people can come along to hear about and discuss the proposals, ask questions and give comments, ideas and suggestions. We will also be holding specific events for CCG staff and for GPs to ensure that their views are considered

## Public meetings

| Date & Time                                | Venue                                                                                            |
|--------------------------------------------|--------------------------------------------------------------------------------------------------|
| Thursday, 9 August 2018<br>5.30pm – 6.30pm | <a href="#">St. Peter's in the City - Function Room</a><br>St. Peter's Street<br>Derby DE1 1SN   |
| Monday, 13 August 2018<br>5.30pm – 6.30pm  | <a href="#">Whitworth Centre - Ballroom</a><br>Dale Road North<br>Darley Dale<br>Matlock DE4 2EQ |

Please email us at [sderccg.enquiries@nhs.net](mailto:sderccg.enquiries@nhs.net) or call us on 01332 868 730 to book your place.

## What happens next?

When the consultation period closes on 13 August 2018, the report, including feedback from GPs, public and staff will be considered by the CCGs and NHS England in order to make a final decision.

The final decision will then be announced publically in October 2018.

For further information, please:



**Write to us at: Freepost SOUTHERN DERBYSHIRE CCG**  
**\*please note no stamp is needed\***



**Email us at: [sderccg.enquiries@nhs.net](mailto:sderccg.enquiries@nhs.net)**



**Phone us on: 01332 868 730**

## If you need help accessing this document

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