

March 2016
Issue 9



NHS
Cambridgeshire and Peterborough
Clinical Commissioning Group

Older People's and Adult Community Services Programme - Update 9

CCG Older People's Programme Aims

- Focus on outcomes to improve patient experience and service quality
- Deliver services which are sensitive to local needs
- Move beyond traditional boundaries to deliver seamless care
- Support people to maintain independence and reduce avoidable emergency bed days

Introduction

On 3 December 2015, Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) and UnitingCare LLP announced that the contract to deliver urgent care for the over 65s and adult community services was no longer financially sustainable. The immediate impact of this change was that the responsibility for contracting to deliver these patient services transferred to the CCG, from UnitingCare.

Our immediate priority was to reassure patients that services were still in place and would not be disrupted by this change. We worked with our partners to get messages out to patients

and the public to reassure them that services would continue.

UnitingCare was the 'service integrator' and held a number of contracts to provide services, it did not directly provide patient services itself. The CCG took over the management of the contracts and made sure all of our partners were informed about the change, and worked with them to ensure that services would continue without disruption to patients.

This update is about what we have done since then to review the work that UnitingCare had been leading.

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Continuity for patients

Since December we have worked closely with the UnitingCare partners (Cambridge University Hospitals NHS Trust and Cambridgeshire and Peterborough NHS Foundation Trust) and with all of the sub-contractors who deliver patient services, to ensure that services continue on an 'as is' basis, until the workstreams have been reviewed.

Commitment to the model

We believe that an outcomes-based, integrated care model has improved services for patients and that it benefits the whole health economy. Discussions with our partners indicate support for the model and the benefits of integrating care. We are now working hard on how to deliver the benefits of the model within the resources available to us.

We have engaged widely with our partners to agree a future vision and shared priorities for older people's and adult community services.

The UnitingCare contract delivered improvements that we can build on

Although the UnitingCare contract was only in place for a short time, we had already started to see improvements in patient services.

Why are Older People's services still a priority?

- Large increase in the numbers of people over 65 years
- NHS funding increases will be limited in the future
- Services are still too disjointed
- Some admissions of frail older people could have been avoided - longer stays in hospital can make it more difficult for older people to regain independence
- Desire to focus on positive health outcomes, not on health service activity levels

The procurement process led to the creation of an innovative Outcomes Framework, improvements in integrating services, and extensive stakeholder engagement.

New services like the JET (Joint Emergency Team) have been established which provide a rapid response for people over 65 who need support when they become unwell and need urgent care, but do not need to go to hospital.

The Neighbourhood Teams have brought...

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....together health and mental health services for over 65-year olds and adults who use community services.

The JET and Neighbourhood Teams have been able to work with GPs and hospitals so that patients receive good quality care. More integration of services has meant that people using adult community services, and patients over 65 years old have had their care delivered by teams working together, rather than being seen separately by each service.

We want to keep the benefits we have seen so far, but recognise that there is still much to do.

OPACS workshop 24 February 2016

We are glad to see so much support for the model that had begun to be implemented.

The CCG held a workshop for commissioners and providers involved in delivering older people's and adult community services which showed strong support for the model that had been developed by UnitingCare.

The workshop was held on 24 February and included delegates from a range of organisations including local NHS, local Councils, voluntary organisations and patient groups.

The aim of the workshop was to discuss the CCG's emerging thinking. The speakers...

were from the CCG, Healthwatch Cambridgeshire, Healthwatch Peterborough, Care Network, Cambridgeshire County Council, Peterborough City Council and Cambridgeshire and Peterborough NHS Foundation Trust. The workshop had an external facilitator who asked groups of attendees to share their priorities.

The discussions were split into two rounds; the first focusing on '*Well-Being Prevention and Integrated Working*'; and the second focusing on '*Urgent and Emergency Care*'. Across both discussions a number of common themes emerged which are described below and overleaf.

Feedback on what's working:

- Clear, shared vision
- The outcomes-based approach
- Integration
- Connecting with the voluntary sector
- Joint Emergency Teams (JET)

Feedback on what needs to improve:

- Greater focus on implementation
- Data and information sharing, and a better Directory of Services
- Better engagement of / partnership with the voluntary sector
- Need to be more innovative, and open to learning from different approaches.

Feedback on what should stop happening:

- People going to hospital when it is not the best place for them
- Duplication across the system

Continued overleaf...

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Feedback on partners' priorities:

- Continued focus on integration
- Better engagement and partnership with the voluntary sector
- Data sharing
- Single point of access
- Engagement and education of the public behind our vision

Next steps

We have been working with our partners in the NHS, Local Authorities, Healthwatch and with patient groups to review the UnitingCare workstreams, some of which were only partially developed.

We are committed to the model of an integrated and outcomes-based approach as we believe this delivers benefits for patients and the health system. We have been working constructively with providers, Councils, stakeholders and patient groups on the model for the future. Our priority is to ensure that we have a good quality, sustainable model of care moving forward.

There are new pieces of work which need to be taken into account before making decisions about the range and scope of services to replace the UnitingCare contract. (For example, the new Sustainability and Transformation Programme, the Urgent & Emergency Care Vanguard and the Better Care Fund.) We are continuing discussions with partners to review the workstreams and further updates will be reported to the CCG Governing Body in due course.

Internal review published

The CCG has published its internal review into the ending of the contract with UnitingCare. The investigation was conducted by auditors West Midlands Ambulance Service.

The Review concludes that the main reason for the early termination of the contract was a mismatch in the expectations of the CCG and the Lead Provider over the cost/value of the contract.

The Review makes a number of recommendations, based on its findings, for areas which should be strengthened for future procurements. These findings apply to the CCG, its advisers and other organisations involved in the procurement and evaluation. The report is intended to provide learning for the wider NHS.

The Review is available on our website:
www.cambridgeshireandpeterboroughccg.nhs.uk/pages/older-peoples-programme.htm

For more information please contact the CCG's engagement team on capccg.engagement@nhs.net or 01223 725304.