



Coventry City Council

Report

To: Coventry Health and Wellbeing Board

Date: 5th September 2016

Subject: Strategic Commissioning Vision

From: Andrea Green, Chief Officer, Coventry & Rugby CCG

Strategic Vision for Coventry and Warwickshire

The Senior Leaders from the 2 Local Authorities People Services, Public Health and Clinical Commissioners have been working together as part of the collaborative working described in the Coventry and Warwickshire Health and Wellbeing Alliance Concordat, to produce a vision for the future.

Our early vision is for a future sustainable system of wellbeing and care, in which people are enabled to stay well, supported to manage their health and care as independently as possible, reducing the pressure on health and social care.

Having considered some of the international and national evidence about how others are achieving improvements, we determined that we should aim to develop a future system of “accountable care” which will have the following key characteristics:

- All services (health, social care, community, mental health) are commissioned for long term outcomes on population budgets;
- All services designed within three domains; proactive and preventative, urgent and emergency, and planned care, to reflect a simpler patient focussed view;
- At the core of the new system, there will be a focus on proactive and preventative care, delivered across approximately 15-18 integrated teams/ communities (covering around 50k population each);
- The new system will actively engage, develop, and use the community assets, and empower our local population to stay well;
- Services will be commissioned and delivered at the scale most appropriate for supporting the health of our communities and clinical and financial sustainability, (e.g. specialised services at a West Midlands level);
- Hospitals will be an active part in managing population demand; and
- The future system will be enabled by integrated IT systems and the use of data.

The Key characteristics of a successful accountable care system

Simplicity, clarity, and consistency.

Successful systems prioritise simplicity and have clarity of vision. Complex systems with multiple organisational boundaries and differing contracting mechanisms in localities have increased friction and do not deliver the same outcomes.

Aligned service provider incentives.

Historically the incentives for service providers have been aligned with increasing provision of services in more costly care settings. Successful systems must align provider incentives to increase the importance and role of proactive and preventative care. In many systems outside of the UK this has been achieved through commercialisation and the challenge will be to find an incentive mechanism which is appropriate for the UK health and social care environment.

Commissioner strength and local accountability.

Commissioners must remain accountable to the local population and commission the right services for its localities. Place matters.

Agility in setting the right outcomes.

It is important to revisit and revise outcomes as appropriate taking into account new factors and changes in the operating environment. A balance must be struck between providing long term outcomes and adapting them to ensure the right care is being provided for the community.

The role of commissioning in the future

While different methods of commissioning can work, it became clear that we must be consistent across the footprint if we are to enable service providers to operate effectively.

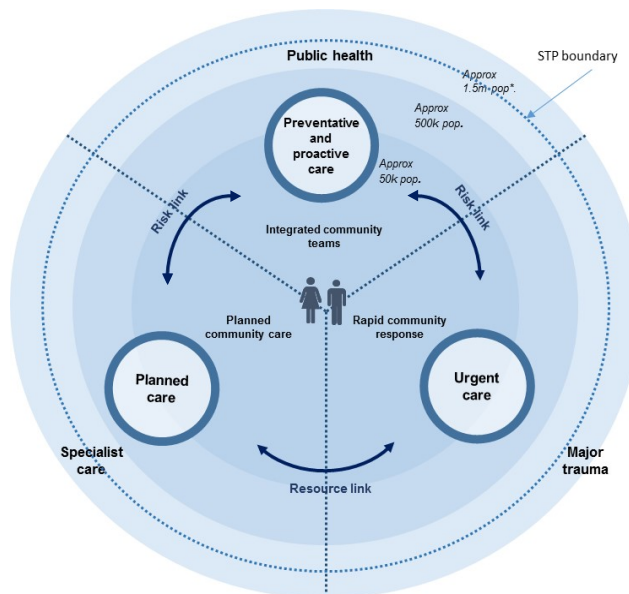
The new commissioning model must not destabilise the provision of high quality care but may lead to changes in the providers of the care.

Commissioners will work collaboratively with providers and other stakeholders to determine what the "must do's" are alongside elements that can evolve within the agreed parameters

Service delivery must be equitable across the population

The risks providers are expected to take on needs to be balanced with the level of control and influence they have on outcomes.

Next steps



Commissioners have shared this vision to inform the Sustainability and Transformation Planning, and are working together to develop a road map of what we need to do over the coming years to better shape commissioning to fit the vision. A report will be considered by the Governing Bodies and Cabinet by the end of the year.