

Agenda Item: 17

Nikki Cocks, Director of Operations
and Delivery
Governing Body
Tuesday, March 24



Norwich

Clinical Commissioning Group

Subject:	Service Level Agreement with North East London Commissioning Support Unit
Presented By:	Nikki Cocks Director of Operations and Delivery
Submitted To:	Governing Body 24 March 2015
Purpose of Paper:	Agreement
<p>Summary:</p> <p>The Governing Body is responsible for agreeing all commissioning support arrangements. The purpose of this paper is to propose signature of the Service Level Agreement (SLA) of the Commissioning Support Unit (CSU).</p> <p>The original SLA between Anglia CSU and NHS Norwich CCG ran from 01 April 2013 to 30 September 2014. Norfolk CCGs, in conjunction with the Business Development Authority ran a competitive procurement exercise for a partner provider. North East London (NEL) CSU was duly appointed. On 01 April 2014 the SLA was transferred from Anglia to NEL CSU.</p> <p>A new 3 year SLA, based on the procurement process, was due to be signed on 01 October 2014 to run until 30 September 2017. There was some concern about lack of improved delivery of services by 30 September 2014 in 5 main areas. Norwich CCG declined to sign the SLA and have been reviewing their position.</p> <p>The NEL CSU has worked to address the concerns in service delivery that were identified. While the service is not yet as the CCG would wish there is sufficient improvement to allow continuation with the CSU as provider of commissioning support services. Agreement has been reached between the CSU and the CCG to allow signature to go ahead. This relates to the 5 areas where concern was originally raised.</p> <ol style="list-style-type: none"> 1. Clinical Quality and Patient Services 2. Continuing Healthcare 3. Procurement 4. Child Health 5. Robust KPIs. <p>Detailed is provided in the summary report.</p>	
<p>Recommendation:</p> <p>It is therefore recommended that to the Governing Body that</p> <ul style="list-style-type: none"> • the SLA is signed. • This is signed by 31 March 2015. • Revised service specifications for Clinical Quality and Patient Services, and Continuing Health Care are agreed with the CSU by 30 April 2015 • More robust KPIs are agreed prior to contract signature • These KPIs are closely monitored to ensure service improvements continue or concerns are swiftly identified and action to address is agreed. 	

Summary Report

Process for Agreeing CSU SLA

Overview

The original SLA between Anglia CSU and NHS Norwich CCG ran from 01 April 2013 to 30 September 2014. In order to improve service delivery and resilience of commissioning support services to the CCG, Norfolk CCGs, in conjunction with the Business Development Authority ran a competitive procurement exercise for a partner provider. North East London (NEL) CSU was duly appointed. On 01 April 2014 the SLA was transferred from Anglia to NEL CSU.

A new 3 year SLA, based on the procurement process, was due to be signed on 01 October 2014 to run until 30 September 2017. There was some concern about lack of improved delivery of services by 30 September 2014 and thus Norwich CCG declined to sign the SLA and review their position.

The areas noted for review were,

1. Clinical Quality and Patient Services
2. Continuing Healthcare
3. Procurement
4. Child Health
5. Robust KPIs.

There has been discussion and debate at Executive Committee as to whether or not in-housing some or all of services 1 to 4 above would be sensible. Such discussion has centered on viability, stability of the CSU, ability to execute within a reasonable timeframe and willingness of the CSU to address the concerns outstanding.

The Director of Operations has met recently with representatives from NEL CSU and agreed that the SLA will be agreed and signed by 31 March 2015.

Current Position

Discussions have concluded that it is not currently a pragmatic solution to decommission from NEL CSU. The CSU has gone some way to improving services over the past 6 months, particularly regarding CHC (with much pressure from the CCG). Where there are outstanding concerns then the option of Secondment (item 1) plus improved service specification and robust performance management of service delivery (items 1, 2 and 3) are deemed appropriate next steps.

A summary of this per area of concern is provided below.

1. Clinical Quality and Patient Services: rather than pull out of the service, NEL CSU have offered an alternative whereby a named individual from the CQPS team is seconded to NCCG. The CCG is willing to trial this for 6 months, and delivery of service will be closely monitored against a more detailed service specification and robust KPIs. The CCG will work with the CSU to agree this specification with a longstop date of 30 April 2015.
2. Continuing Healthcare: rather than pull out of services the CCG has agreed to continue with the service from NEL CSU. The CCG will agree more detailed service specifications and robust KPIs with a longstop date of 30 April 2015.
3. Procurement: the CSU has undertaken a review of its procurement function to consider where improvements are to be required. This was carried out by the Head of Procurement from NEL CSU (London). The Director of Operations and the Head of Contracting input to the initial fact finding. The final report has now concluded that

while there are areas for improvement that the service is fundamentally safe. The CCG have agreed that they will continue with the CSU procurement service.

4. Child Health: The collaborative working and CSU input, of this area requires review. The CSU has already undertaken an internal review, which identified the need to clarify respective CCG and CSU roles. Both parties have agreed that a 'CCGs and CSU' workshop to agree revised remit would be appropriate. This will be carried out post SLA signature.
5. Robust KPIs: NCCG has proposed amendments. Agreed to hold a joint meeting of the CCGs and CSU to agree. Timescale for action 13/03/15.

Conclusion and Recommendation

The NEL CSU has worked to address the concerns in service delivery that were identified. While the service is not yet as the CCG would wish there is sufficient improvement to allow continuation with the CSU as provider of commissioning support services. It is therefore recommended that to the Governing Body that

- The SLA is signed.
- This is signed by 31 March 2015.
- Revised service specifications for Clinical Quality and Patient Services, and Continuing Health Care are agreed with the CSU by 30 April 2015
- More robust KPIs are agreed prior to contract signature
- These KPIs are closely monitored to ensure service improvements continue or concerns are swiftly identified and action to address is agreed.