



**Update on the future of Clinical Commissioning Groups in
Hampshire and the Isle of Wight
Hampshire Health and Adult Social Care Select Committee
March 2021**

1. Introduction and background

This paper provides an update on progress being made to create a single commissioning organisation for Hampshire, Southampton and the Isle of Wight from 1 April 2021, for the benefit of residents in the communities we serve.

Building on existing close working arrangements, NHS Hampshire, Southampton and Isle of Wight CCG will bring together Southampton City CCG, West Hampshire CCG and Hampshire and Isle of Wight Partnership of CCGs (which has been a mechanism for closer joint working between South Eastern Hampshire, Fareham and Gosport, the Isle of Wight and North Hampshire CCGs over the last three years). Portsmouth CCG will remain a statutory body and will work closely with the newly formed CCG.

The process of merging these six CCGs follows the development of detailed proposals, in-line with national policy and local plans for health and care, which will also see Hampshire and the Isle of Wight designated as an Integrated Care System (ICS) from April. Arrangements for the new CCG continue to be developed in parallel with the design and development of the ICS.

Closer collaboration and stronger partnerships in local places with districts, borough and other local government and health and care partners are key. Collectively we continue to plan and deliver care in an integrated way to improve the health outcomes of local populations.

Collaborative arrangements across Hampshire and the Isle of Wight and in local systems, bringing together the organisations which provide care in our hospitals and in the community, are also being further developed to join up services and operate at scale where it makes sense to do so, for the benefit of our communities.

We have actively sought the views of colleagues in each of the existing CCGs, local health and care organisations, community and patient groups and other stakeholders, discussing the case for change and carefully considering their feedback, which has directly informed and helped shape our plans for future ways of working.



The merger is supported by GP member practices across Hampshire and the Isle of Wight and the Boards governing each CCG, which are each led by local GP leaders, as well as partners from across the Hampshire and Isle of Wight ICS.

Following a formal application process, conditional approval for the establishment of the new organisation was granted in November 2020. We regularly report to NHS England and NHS Improvement on our progress and are now in the final stages of the process, having met all expectations and requirements to date.

Two key programmes are now underway to deliver on the remaining requirements for final approval to be granted for the creation of the new organisation from 1 April and ensure that the intended benefits of coming together can be realised. This programme of activity is being delivered in parallel with and without any impact on the ongoing response to the COVID-19 pandemic which remains a priority.

2. Operating as part of the Hampshire and Isle of Wight Integrated Care System – local and national context

The recently published Government health and care White Paper, [*Integration and Innovation: working together to improve health and social care for all*](#), outlines plans to further join up health and care services across England.

Proposals include bringing forward measures for statutory ICSs across every part of England, comprised of an ICS NHS body and an ICS Health and Care Partnership, bringing together the NHS, local government and partners. Under the proposals the ICS NHS body will be responsible for the day-to-day running of the ICS, while the ICS Health and Care Partnership will bring together systems to support integration and develop a plan to address health, public health, and social care needs across the local population.

The document also highlights plans to merge some of the functions of CCGs with those performed by non-statutory Sustainability and Transformation Partnerships (STPs)/ICSs. This would see CCGs merge to become ICSs. While no specific date is given for the merger, the White Paper states that the Government's proposals for health and care reform will start to be implemented in 2022. While the proposals outlined include changes for CCGs, we are moving forward with the merger of our six CCGs by 1 April and work is ongoing to ensure that we complete all of the necessary requirements. Hampshire and Isle of Wight Sustainability and Transformation Partnership (STP) has already received approval to become a non-statutory ICS from April this year. This recognises the considerable progress we have already made locally in working together as a partnership of NHS, local



government organisations and other colleagues, to join up the planning, transformation and delivery of health and care services for our population.

New ways of working in the CCGs are being aligned with the design and development of the Hampshire and Isle of Wight ICS. For 2021/22 the ICS Board is a non-statutory body that brings together NHS providers, local authorities and commissioners to provide collective leadership to the health and care system in Hampshire and the Isle of Wight.

The ICS Board responsibilities include aligning and agreeing system-wide priorities, oversight of system performance, agreeing system-wide control totals, planning service delivery and reconfiguration system-wide where appropriate, and co-ordination of approaches across local authority footprints.

There is already an overlap between the statutory responsibilities of the CCG and the functions it makes sense to undertake through and in the ICS. The new CCG and ICS will have a joint Executive (including a joint Chief Executive) which means that there is one team with oversight of both sets of responsibilities, and maximum opportunity to utilise the skills, resources and capabilities in the system to best effect to improve health outcomes and health services. We have already started to appoint to joint Executive roles for the ICS and the new Hampshire, Southampton and Isle of Wight CCG. Please find further information attached as Appendix I.

The White Paper reflects the work we are already progressing locally across Hampshire and the Isle of Wight to build on our existing partnerships to meet the needs of our population, further joining up health and care services for the benefit of the communities we serve.

3. Benefits for patients, primary care and local health and care partners

We remain absolutely committed to continuing to support our communities to stay as healthy as possible and ensuring local residents have access to high quality healthcare when they need it. Coming together as one CCG for Hampshire, Southampton and the Isle of Wight will enable us to build on our successful collaborative approach to planning and delivery, maintaining local, clinically-led decision making focused on the needs of local people, while also realising the benefits of working at scale across the area to achieve the best possible outcomes.

Our experience during the COVID-19 pandemic has further highlighted the benefits of closer joint working. Coming together as one organisation will also enable us to build a more efficient and effective operating model, make better use of our resources avoid duplication and achieve economies of scale for the benefit of local residents.



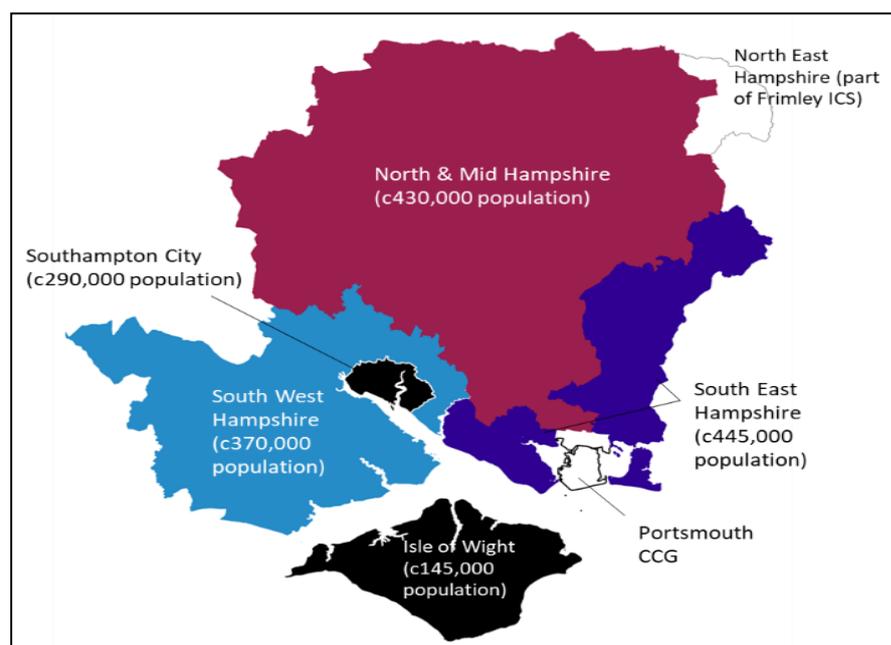
In order to better support the planning and delivery of improvements in health outcomes for local people and service performance, the CCG will aim to:

- **Increase the support we provide to primary care and to the development of primary care networks.** General practice is the cornerstone of the NHS and the first port of call for most people who seek health advice or treatment. We are committed to supporting general practice and Primary Care Networks (PCNs), which are at the heart of integrated care
- **Pursue deeper integration of health and care with local council partners,** building on existing relationships at local place across Hampshire, Southampton and the Isle of Wight. Strengthening collaborative arrangements with local authorities (parish, district and borough) at local place and maintaining the focus on local communities and the places where people live and work is fundamental. This provides the best opportunity to use our collective resources to make a genuine impact on preventing ill health, reducing inequalities, joining up health and care delivery, and improving people's independence, experience and quality of life.
- **Better support providers to redesign and transform service delivery.** Providers, CCGs and local authorities are working increasingly closely together to redesign service delivery, co-ordinating and improving the delivery of services for the population they serve. For some services it makes most sense to build delivery alliances to plan, transform and co-ordinate service delivery in geographies based around acute hospital footprints. For other services it makes sense to plan and deliver transformation together at the scale of Hampshire and Isle of Wight, and beyond. Alongside our work to integrate health and care with local authorities, we will align CCG teams and resources with each delivery alliance, supporting them to redesign pathways and develop services
- **Create a single strategic commissioning function for the Hampshire and Isle of Wight ICS** to support and enable the ICS, accelerating simplification of planning, transformation and infrastructure at a Hampshire and Isle of Wight level.

4. Local teams working together to meet the needs of the local population

The CCG will be organised with five local teams, as follows:

- North and Mid Hampshire
- Isle of Wight
- Southampton City
- South West Hampshire
- South East Hampshire



Each local team will be accountable for improving health outcomes, service quality and NHS performance for the local population, and for the allocated population budget. The local team will also be responsible for supporting local primary care and local Primary Care Network development, and for engagement with local practices.

Local teams will each comprise of clinicians and managers working with closely with health and care partners to meet the needs of the local population. Each team will be led by a clinical leader with a senior manager. The design and composition of the local team will be determined locally. The clinical leaders who lead the five local teams will be members of the CCG Board.

Where there are existing integrated NHS and local government commissioning arrangements these will remain unchanged. Our aim is to further deepen integrated commissioning, building on these existing arrangements.

Members of local teams will work as an integral part of the partnerships of providers, local authorities and CCGs based around each acute hospital to support the transformation of delivery and care pathways.

5. Next steps

We continue to deliver a detailed programme of work submitted as part of the formal application process for the new organisation which includes:

- Implementing plans to establish the new CCG, including technical changes required
- Continued management of the transition for the current to new arrangements
- Continued involvement of staff and partners to ensure the changes are implemented successfully and intended benefits realised

Work is progressing at pace to deliver the intended benefits of the single CCG for Hampshire, Southampton and the Isle of Wight:

- **The CCG Technical Merger Programme** is working to ensure that all legal and technical requirements for establishing the new organisation are in place by 1 April 2021. The programme team continues to deliver this important project without any impact on the response to the COVID-19 pandemic
- **The Future Ways of Working Programme** is working to develop and deliver cultural change, working closely with our partners to build on existing relationships, develop new ways of working and specialist teams to enhance support provided to primary care. The team is also working to align new ways of working in commissioning with new ways of working across the wider ICS for the benefit of our population. The approach for this project is balanced with the ongoing COVID-19 response and NHS recovery which remain a priority.

Following submission of evidence and assurance to NHS England and NHS Improvement, a decision on final approval for the new CCG is expected in March.

Further updates

We will ensure that committee members are kept updated and would be pleased to provide further updates as required.